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Citation for published version:

Urquhart, D & Levi Marshall, W 2010, *Working Well, People and Places, a therapeutic design and art strategy for the New South Glasgow Hospitals*. Brookfield and Ginkgo Projects Ltd , Glasgow.

Link:

[Link to publication record in Edinburgh Research Explorer](#)

Document Version:

Publisher's PDF, also known as Version of record

Publisher Rights Statement:

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Working Well: People and Spaces

A therapeutic design and art strategy for New South Glasgow Hospitals



Brookfield



Title: Therapeutic Design and Art Strategy for the New South Glasgow Hospitals
Name: GIN-SZ-SL-DC-470-000 rev 02c
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Date: January 2011
Acknowledgements: Nightingales Associates and Gillespies LLP for images and text contribution

Cover image Courtesy Donald Urquhart

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Executive Summary

The New South Glasgow Hospitals form the keystone within NHS Greater Glasgow and Clyde's Modernisation Strategy. This reprovisioning will lead the way in excellent, modern healthcare provision for Scotland. Supported by guidance from the Scottish Government, the New South Glasgow Hospitals will deliver high quality designed environments.

NHSGGC's Design and Healthy Environments Steering Group has overseen the development of the Therapeutic Design and Art Strategy.

Ginkgo Projects Ltd, alongside the masterplanners, architects and landscape designers, is contracted by Brookfield Construction, the preferred contractor, to develop the Therapeutic Design and Arts Strategy for the New South Glasgow Hospitals.

Ginkgo Projects' creative-led and evidence-based programme for this strategy seeks to clearly demonstrate best practice.

NSGH visualisation. Image courtesy of Nightingales Associates



“This document [NHSGGC Design Action Plan] recognises the important role that good design plays in improving the health and well-being of our patients and staff and reflects our commitment and contribution to ensuring health care facilities improve the services we deliver, and impact positively on the economic, social and environmental well-being of our communities in which they are located.”

(NHS Greater Glasgow and Clyde Design Action Plan, 2007, p.3)

Creative Rationale

The Patient Care Pathway forms the key inspiration to the structure of the commissioning programme providing a solid foundation to prioritising and developing a creative approach that addresses the Campus Masterplan, Way-finding Strategy, and to create a healing and supportive environment.

The strategy draws on the substantial evidence of the role of therapeutic design and art to impact on the provision of healthcare by:

- reducing patient stress through enhancing way-finding;
- de-institutionalising spaces to support patient dignity;
- impacting on recovery times;
- reducing the requirement for pain-relief medication;
- increasing staff retention rates.

Consultation facilitated by NHS Greater Glasgow and Clyde's Health Improvement Team, Community Engagement Team, Project Champions and Clinicians has enabled Ginkgo Projects to ensure that the programme elements are supported in principle. An ongoing consultation programme with project stakeholders will be an integral part of the development of each project.

Therapeutic design and art programme elements

The strategy draws on the landscape of Scotland, through which **the patient journey** to the New South Glasgow Hospitals takes place, as the creative inspiration for the programme. The references to the wider landscape are woven into the fabric of the building through core programme elements. There are four overarching themes that projects seek to promote. These are:

- Creating a sense of place
- Meeting stress with dignity
- Distraction in support of clinical provision
- Participation and personalisation

Our work builds on the evidence for therapeutic design and art to support patients, families, carers and visitors.

To meet the Employers' Requirements a prioritised **Core Programme** of activity is proposed. In addition to this we have set out an **Enhancement programme** of projects that could be delivered subject to Yorkhill Children's Foundation and NHS Greater Glasgow and Clyde fund-raising.

A cluster of core projects focus on way-finding by creating landmarks and consist of the Beacon Project; Colours and Finishes; Podium Landmarking; Inside/Outside Shelter/Play; and 100 Flowers.

The benefits of effective use of art and design to **de-institutionalise** healthcare are demonstrated by programme elements focused on quiet and respite spaces distributed throughout the buildings and campus (see Dignified Spaces).

The importance of addressing the **range of ages** using the new Children's Hospital, and the potential for participation in developing designs is developed through the Graphics Projects.

The strategy draws in key **arts and cultural partners** across Glasgow and the region to connect the New South Glasgow Hospitals to the wider cultural life of Scotland. Participatory projects enable staff and patients to influence their environments, both through the core programme and through post-occupancy programming. Infrastructure is provided for temporary exhibitions and performances (see On-going Programming).

The enhancement programme element of the strategy includes proposals for the comprehensive implementation of a programme of innovative technologies within the Children's Hospital delivering **distraction, well-being and personalisation** as well as enhanced landscape and therapeutic design projects (see 'Enhancement Programme').

The delivery of this significant programme of therapeutic design and arts involves co-ordination, commissioning, project management and monitoring through the Design and Healthy Environments Group. The delivery programme requires **leadership and co-ordination** through joint working between NHS Greater Glasgow and Clyde and Brookfield Construction.

Introduction



“NHS Scotland has a vision for: ‘an estate designed with “a level of care and thought that conveys respect”; buildings that grow from the local history and landscape, that are developed in partnership with the local community. A work of joint learning and joint responsibility that is particular to that community and that place;”

From an interview with Dr Harry Burns, Chief Medical Officer - A Vision of Health: NHS Scotland's agenda for realising value in the developing healthcare estate, Architecture and Design Scotland 2009

Background

“Health buildings can often be the places in which we may feel at our most vulnerable, whether as a patient, relative or friend. The quality of the building environment that we experience can provide us with calming reassurance or, conversely, it can accentuate our feeling of stress and unease.”

A Policy on Design Quality for NHS Scotland 2010

The New South Glasgow Hospitals form the keystone within NHS Greater Glasgow and Clyde’s Modernisation Strategy.

The campus comprising the Adult Acute Hospital, the Children’s Hospital and the new Laboratory building (novated design) set within a new campus environment will lead the way in providing excellent, modern healthcare provision for Scotland.

Following guidance from the Scottish Executive Health Department in 2006, NHSGGC adopted a Design Action Plan and appointed Design Champions for major capital projects in 2007. The Design Action Plan and Guidance Notes establish a framework

and priorities for delivering high quality designed environments incorporating art as a key element.

This Therapeutic Design and Art Strategy has been prepared in response to NHS Greater Glasgow and Clyde’s requirement that Brookfield Construction develop a therapeutic design and art strategy to ensure that an integrated approach is taken to creating an environment that supports health and wellbeing.

The strategy sets out the approach that will be taken in delivering a comprehensive programme of art and design over three stages:

- Integrated projects delivered during construction;
- Stand alone artworks delivered during commissioning of the hospitals;
- Three year post-construction cultural and arts programme.

Previous page image courtesy of Peter Buwert



Above and opposite Image © Glasgow City Council. Photo Steve Hosey@DRS Graphics

The Team

Design and Healthy Environments Steering Group

NHSGGC established the Design and Healthy Environments Steering Group as a sub-committee of the Project Steering Group which oversees the Major Projects Programme. The Design and Healthy Environments Steering Group is led by Health Improvement and includes representation from Major Projects, Clinicians, Community Engagement, Arts & Health as well as the relevant Project Champions.

Development team

Brookfield Construction has been selected by NHS Greater Glasgow and Clyde as the preferred contractor to design and build the new hospitals. Ginkgo Projects is contracted by Brookfield Construction to develop the Therapeutic Design and Arts Strategy for the New South Glasgow Hospitals. Ginkgo Projects is working closely with the design team, consisting of project architects Nightingales Associates, masterplanners and landscape architects, Gillespies LLP, as well as other key technical consultants, to develop and implement a strategy that is integrated into the wider hospital design and provisioning. This strategy should be read in conjunction with the Campus Masterplan and Architect's presentations.

Ginkgo Projects is one of Scotland's leading public art agencies providing creative direction and a commissioning service to a range of clients developing and producing visual art and design-led projects for the built and natural environment. Ginkgo's creative-led and evidence-based programme for this strategy seeks to clearly demonstrate best practice and has been developed in close association with NHS Greater Glasgow and Clyde and the design team.

Ginkgo Projects' team led by Tom Littlewood, Director of Ginkgo Projects, includes Chris Fremantle, Project Manager; two Strategy Artists/Designers, Will Levi Marshall and Donald Urquhart; with contributions from other members of the Ginkgo Team including Jane McArthur. The team has extensive experience in developing public realm work and has undertaken a range of projects in healthcare settings, both in Glasgow and across the UK.



Strategy Artists and Designers: Introduction

In line with best practice, Ginkgo Projects has adopted a creatively led approach to the process of strategy formation. In consultation with NHSGGC, Ginkgo appointed two strategy artists/designers to contribute to the development of the Therapeutic Design and Arts Strategy. The Strategy artists/designers were appointed through an open competition with advice from NHSGGC. The Ginkgo team has extensive experience in research-led art practice, and this has informed the development of an evidence-based strategic approach to NSGH. The two artists/designers are:

- Will Levi Marshall
- Donald Urquhart

Working closely with Ginkgo Projects the strategy artists/designers have undertaken two research and development projects:

- Way-marking and orientation
- The healing environment

They have worked in collaboration, as agreed with the Design and Healthy Environments Steering Group, on the research projects, contributing from their respective experience.

In key cases they led on discussions with stakeholders and presented strategy elements during review and consultation meetings.

Their aesthetic sensitivity has informed the overall character of the strategic approach providing a focus on colour and graphic

impact. Urquhart's particular focus on the natural environment has shaped the alignment of the strategy with the catchment of NSGH. His experience of developing Sanctuary projects has informed the focus on patient dignity. Marshall's experience of interior design, surfaces and finishes has informed the integrated and collaborative approach to way-finding. His experience of design innovation has informed the development of human scale architectural elements.

The strategy artists/designers, acknowledging the priorities identified by NHSGGC, developed the core concepts for the 'Programme Elements'. They have made significant contributions to consultation and have developed sections of the analysis reported in this document.



"Courtyard" by Will Levi Marshall 2007. Photo courtesy the artist

Strategy Designer: Will Levi Marshall

Will Levi Marshall trained in ceramics (MFA Ceramics Alfred USA 1993) and established an international reputation and exhibition record in that field, with his work in many significant public and private collections. Additionally he has been involved in architectural interventions for a long time through his work as Vice-Chair of The Edward Marshall Trust, a charity promoting contemporary design with a portfolio of prize winning projects.

In 2001 he received substantial support from the Scottish Arts Council to develop his own large scale work and has been personally commissioned for a number of architectural projects, notably, Dumfries and Galloway Royal Infirmary, Stepping Hills Hospital Stockport, and Truro Health Park, all NHS new builds.

Marshall's current practice encompasses a range of disciplines: graphic/interior design, planning, bespoke finishes, public engagement, consultancy and project management.



Truro Health Park design by Will Levi Marshall 2010. Photo courtesy of the artist.

Strategy Artist: Donald Urquhart

Donald Urquhart is widely recognised as one of the leading contemporary artists working in Scotland today whose work focuses on aspects of representing landscape.

He has received a major award from the Scottish Arts Council and has completed residencies at Grizedale Arts, Duff House, Scottish Arts Council Studio Amsterdam and the Irish Museum of Modern Art in Dublin. He has exhibited throughout the UK and internationally.

In 2003 he was one of the collaborative team responsible for the built artwork, An Turas, on Tiree, which was short-listed for the RIBA Stirling Prize and was awarded the RIAS Best Building

in Scotland Award as well as the Royal Scottish Academy's Gold Medal for architecture. He is currently working on eight major commissioned works across Scotland, collaborating with leading architects.

Urquhart designed all aspects of a major architectural space to serve as a Sanctuary for the New Royal Infirmary of Edinburgh, which won the Best Building for Public Use at the Scottish Design Awards in 2005.



"An Turas" Collaborative project with Donald Urquhart, Sutherland Hussey Architects, Jake Harvey, Glen Onwin and Sandra Kennedy. 2005. Photo courtesy of the artist



"Sea Beams" by Donald Urquhart 2007. Photo courtesy of the artist

Strategy Formation

The Therapeutic Design and Arts Strategy has been developed within a clear understanding of the context. The Greater Glasgow and Clyde area's population has specific health and well-being challenges, interrelated with issues of poverty. NSGH as part of NHSGGC's Modernisation is a major architectural development shaped by an increased focus on design and quality of environment. NHSGGC's Arts & Health programme creates a specific context for the development of a therapeutic design and arts strategy for NSGH. The wider national and regional cultural context places value on arts & health collaborations as well as public art and equalities work. The arts have a demonstrable ability to add value and there is substantial evidence that art and design can impact on healthcare, health and well-being. This context and evidence also informs priorities agreed with NHSGGC and shapes the proposed research and evaluation programme.

The Strategy Programme has been developed through an analysis developed by the creative team and based on consultation facilitated by NHSGGC.

The Delivery Programme, including Prioritisation, Timeline, Procurement, Programme Management, Commissioning Practice and advice towards a donations policy, is based on the experience of Ginkgo Projects and complements NHSGGC's arts development practice to date.



Context



“The arts certainly have a key role to play in healthcare - its therapeutic value cannot be overstated. It’s well documented that those hospitals that pay close attention to the overall physical environment for patients (preferably by listening to what patients and staff say would make things better) achieve real improvements in the health of patients.”

Rt Hon Alan Johnson MP, Secretary of State for Health, speaking at Arts and Healthcare conference, London, 16 September 2008

Modernisation

Greater Glasgow and Clyde's Health and Wellbeing

The report of the Director of Public Health NHSGGC (2009) highlights trends and issues in the health of the people of Greater Glasgow and Clyde. The area served by NSGH has “ever present and widening contrasts” in health and well being between different groups in the population. The report says,

“Despite progress, our health challenges remain considerable. Social disparities and poverty continue to harm and kill many in our population, as do the experiences of discrimination faced by different groups. Greater Glasgow and Clyde still experiences some of the widest variations in health between the affluent and poor in society.”

Fuel poverty is a key indicator for these contrasts. The Greater Glasgow and Clyde region has the highest concentration of multiple deprivations in Scotland by some considerable amount (*Scottish Index of Multiple Deprivation: 2009 General Report*).

Areas of the Greater Glasgow and Clyde region have life expectancy and mortality rates significantly below the national average. Behaviours such as smoking, alcohol and drugs abuse all have higher levels in the region compared to the national average. There are specific child health challenges including the levels of low-birth weight babies and teenage pregnancy, as well as in dental health and accident prevention.

The report highlights the challenges to improving the health and well-being of the population. These include child health, physical activity, behaviour change and preventative measures.

Previous spread. Photo courtesy of William Spurway

NSGH will have a key role meeting each of these challenges. The new Children's Hospital will have a central role in relation to the child health challenges. The campus and health improvement programmes based at NSGH will encourage increases in physical activity as well as other areas of priority behaviour change. NSGH will have a key role in delivering preventative programmes.

The Therapeutic Design and Arts Strategy takes account of this context and will through implementation ensure that equality and accessibility inform decision making, project briefs, education and interpretation, and the design of participatory programmes. This will be facilitated by on-going working with the NHSGGC arts & health and involvement of local partnerships, specialist organisations and agencies such as Glasgow Life.



New Victoria Hospital. Image courtesy of NHSGGC

NHSGGC Modernisation

NHSGGC approved the Acute Services Strategy (ASS) to modernise services across the city in 2002 and received Ministerial approval of the strategy in January 2003.

The strategy is based on retaining three adult in-patient hospitals: the Southern General Hospital, Glasgow Royal Infirmary and Gartnavel General Hospital. These are supported by two new ambulatory care hospitals: New Stobhill and New Victoria.

The major benefits of the Modernisation Programme are to put in place the renewal of Glasgow's acute healthcare facilities in tandem with a redesign of the delivery of patient services and is linked to an extensive patient focused Information Technology system. This will facilitate the provision of modern health care, in fit for purpose buildings and clinical environments with resulting improvements to the patient experience and working environment for staff.



NSGH visualisation. Image courtesy of Nightingales Associates

Case Snapshot: Sensitive Spaces

Research has demonstrated that the burden of illness of a spouse or close relative clearly affects the health of the entire family (Christakis, 2002). Therefore, attention to details such as the communications, comfort, and environment of the critical-care waiting room may help patient families feel more comfortable and less stressed while waiting to see their loved ones.

Lynn Deitrick, et al, (2005) 'Evaluation and Recommendations from a Study of a Critical-Care Waiting Room', Journal for Healthcare Quality

The team at Birmingham Children's Hospital wanted to provide bereaved parents and families of different faiths with an environment that was calming, pleasant, respectful and dignified - an environment where they could spend time with their child. Through the project the team hoped to increase staff awareness, understanding and appreciation of the diverse needs of newly bereaved families.

"We remember so clearly those last things... it makes a huge impact, those last impressions, they feature in your dreams. It's not just the parents but the brothers and sisters too. It has to be nice, not frightening."

Bereavement Suite user, Birmingham Children's Hospital. Waller S, Dewar S, Masterson A, Finn H, (2008), 'Improving Environments for Care at the End of Life, Kings Fund'



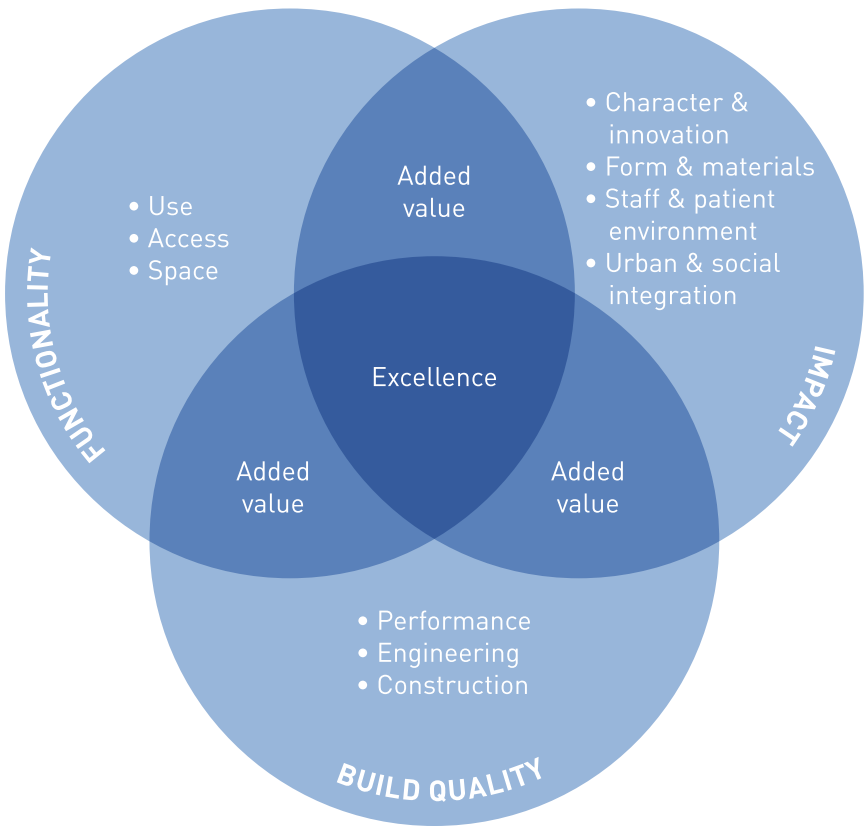
Healthcare Design

The Scottish Government recently published *Policy on Design Quality for NHS Scotland* (2010) and this clearly links the quality of the healthcare environment with the Scottish Government’s five strategic outcomes. The Policy highlights key priorities for the design, and the role of art, in healthcare.

‘Many factors can contribute to engendering a sense of ease, for instance: the first impression of the facility from the public realm, the entrance experience, the degree of natural light, brightness and airiness, colour and texture, an easily understood layout with clearly defined focal points, uncluttered signage and a clear distinction between the realms of public and private space, maintaining patient dignity.’

Architecture and Design Scotland (A+DS) is Scotland’s champion for excellence in place-making, architecture and planning. Architecture and Design Scotland is working with the Scottish Government Health Directorates and Health Facilities Scotland to support Health Boards to create truly healing places.

Achieving Excellence Design Evaluation Toolkit (AEDET), developed by the Department of Health, promotes good practice across a range of design criteria including impact, functionality and build quality.



Previous page: 'The Sanctuary', Royal Infirmary Edinburgh by Donald Urquhart.
Image: Chris Helson for Ginkgo Projects

NHSGGC Design Action Plan

In line with Scottish Government policy, in 2007 NHSGGC adopted a Design Action Plan and appointed Design Champions.

The NHSGGC Design Action Plan and associated Guidance Notes outline the Board's vision for achieving design quality. It was developed in partnership with local authorities, staff and patient representatives and aims to develop the capacity of NHSGGC to support the delivery of design quality in healthcare facilities and services.

The Design Action Plan sets out NHSGGC's realistic ambitions for:

- Ethos and 'supportive ambiance' conveyed within the building;
- Internal spaces and the use of non-clinical and clinical space;
- External environment and outdoor space;
- Movement in and around a building or site;
- Impact and relationship of a building to and on the local community;
- Inclusion of staff, patients and users within the design development process;
- Supporting infra-structure and access to the building or site.

The NSGH campus has been developed to promote many of the ambitions of the Design Action Plan.



Image © Glasgow City Council. Photo Steve Hosey@DRS Graphics

New South Glasgow Hospitals

The New South Glasgow Hospitals project is located on the existing 28 hectare Southern General Hospital site, situated on the south side of the River Clyde in the Govan district of Glasgow. The surrounding land uses consist of a mixture of residential, industrial and business, hi-tech industry and environmental services. The area is suburban in character. The local environment is low in quality and most of the built form is industrial in design and poor quality in terms of fabric and finished materials.

The existing hospital site dates from 1872. Further expansion commenced in the 1900s and 1950s, followed by the Maternity Unit in 1970 and the Institute of Neurological Sciences in 1972. Additions in the last 5 years have included the Department of Medicine for the Elderly, the Westmarc building, extensions to both biochemistry and pathology buildings, and the recently commissioned Neonatal Unit.



NSGH: Elements

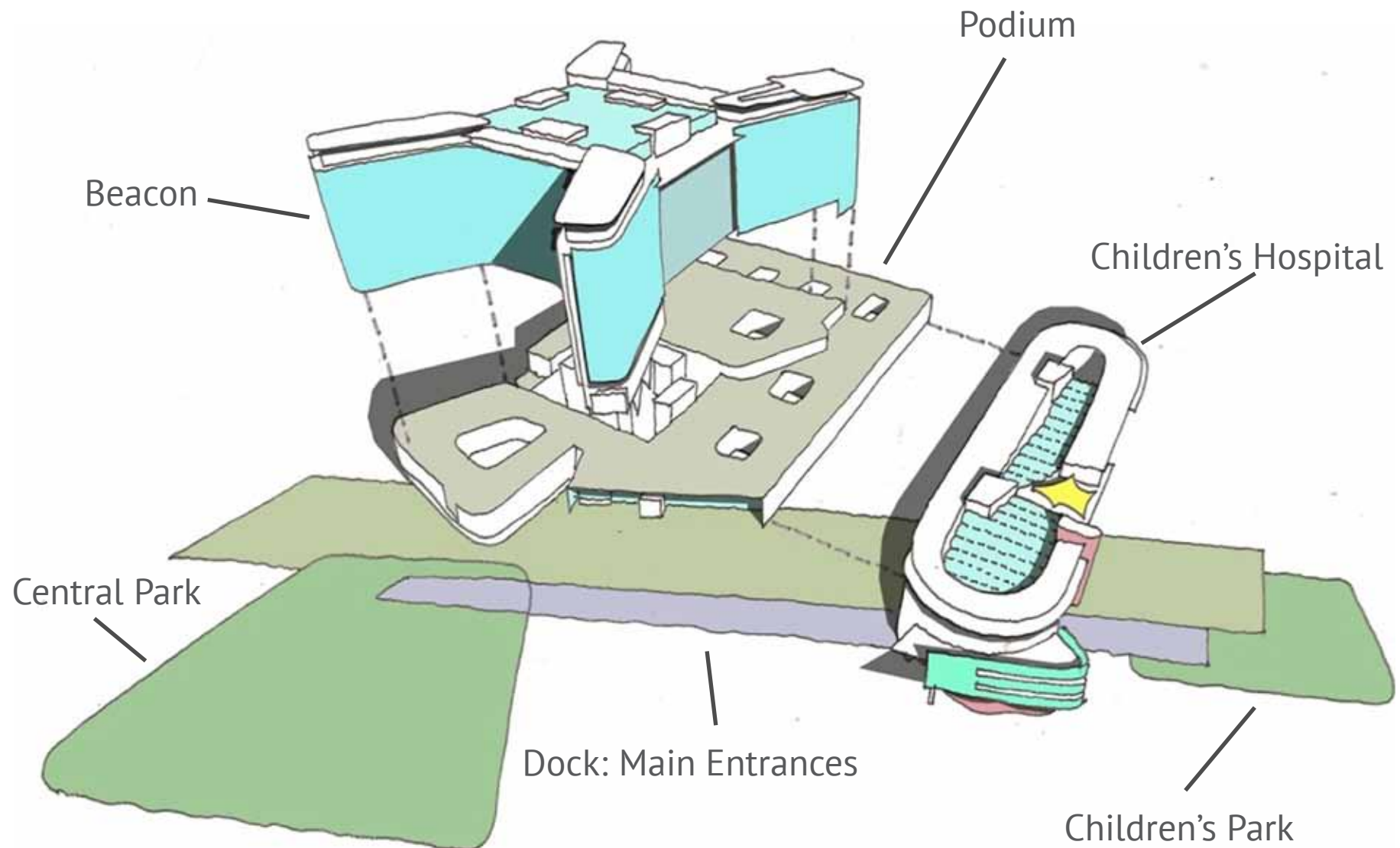


Image courtesy of Nightingales Associates

NHSGGC's vision is based upon the creation of a landmark healthcare campus environment with emphasis upon a green character as an influential setting for state of the art hospital facilities. It is intended that the design of the external environment should be an appropriate response to the scale, significance and profile of the project.

The setting of the new buildings within a designed sequence of public spaces is intended to de-institutionalise the hospital environment as far as possible and to create an engaging environment with a variety of designed external spaces. The structure of the campus has been defined in response to function, clarity and ease of access and circulation.

NSGH: Campus Masterplan

The 2010 Campus Masterplan has sought to make the best possible use of the site and the opportunities presented by the scale of the campus redevelopment. The design includes:

- an arrival space which functions as a transport hub,
- an enhanced central park,
- a further children's park dedicated to the new children's hospital
- and a new entrance boulevard.

On a daily basis there will be 13,600 staff, patients and visitors arriving on to the campus site of which approximately 9,400 will be associated with the Adult Acute and the Children's Hospital.



Image courtesy of Gillespies LLP

Landscape and Public Realm

Gillespies design for NSGH focuses on the key external areas: the Dock, Central Park, Children's Park, Boulevard, A&E entrances, Children's Roof Garden, Courtyards, Green Roofs.

Ginkgo Projects, through detailed discussions with Gillespies, has assessed and developed the role for artists within the overall matrix of priorities and focused on key landmarking for A&E and the shelter structures (see Core Programme Elements 'Podium Landmarking' and 'Inside / Outside Shelter / Play').

Ginkgo has also developed additional proposals to enhance the experience of moving through the campus focused on play spaces

('Children's Park, Roof Garden and Roof Terrace'), pedestrian routes ('Ribbon of Light').

Internal courtyards can be enhanced through the siting of artefacts from the shipbuilding industry, and the landscape through the development of the proposal for an orchard.

The Dock is a significant designed element. It forms one of two key thresholds for NSGH, provides the transport hub; links the two major greenspaces; and orientates users towards the main car parking facilities.



Courtyards Image. Courtesy of Gillespies

A&E Entrances are the other key threshold, located at the rear of the buildings. In order to assist differentiation, this strategy proposes an external wall-mounted landmark (Podium Landmarking) to signal the paediatric entrances.

Central Park forms a new green heart for the campus of an appropriate scale providing for recreational use by patients, visitors, staff and local residents. Located in this park are two shelters which form part of the Inside / Outside Shelter / Play.

The Children's Park creates a second significant greenspace configured to provide fully accessible play and recreational facilities appropriate to the needs of users of the children's hospital. A third shelter within the Inside / Outside Shelter / Play programme element forms a key feature. The Children's Park, Roof Garden and Roof Terrace form a significant proposal for enhancement.

Courtyards: the Podium level of the new hospital buildings is punctured by a number of courtyards and light wells. Some of these are defined as accessible, but operational imperatives may change this. The design utilises an irregular grid, offset against the internal grid of corridors to both provide visual interest and integrate with the window cleaning strategy. Planting is designed to highlight seasonal change and provide interest year round. The courtyards could be further enhanced through siting artefacts from the Clyde and Govan docks and shipbuilding industries.

The Children's Roof Garden has been defined as a valuable part of the healing environment for the hospital and as an aid to treatment and recovery. This key secure greenspace meets



Children's Rooftop Garden. Image courtesy of Nightingales Associates

the needs of patients, families, visitors and staff and will include fully accessible play spaces and equipment. The design has the potential to support not only recreational use but also link to learning programmes. Both the size of the Roof Garden as well as the planting, seating, lighting and play equipment can be significantly enhanced through fund-raising.

NSGH: Architecture

The hospital buildings are designed along strong themes of dock-side structures: The Podium level represents a dock and is emphasised externally via the transport hub which stretches between and connects the children's and adult parks and main entrances. The ward tower acts like a beacon and the Children's hospital a vessel mooring up against the dock (podium).

Additionally there are courtyards representing the green parks of Glasgow spread throughout the city.

These themes will continue inside the building and inform the choice of finishes, furniture, lighting and colours. The interior design will be based around the need for clear way-finding and the creation of a healing environment appropriate to its use. A

hierarchy of colours and materials will be used to help visitors orientate themselves and identify departments – colour feature walls, floor patterns, signage, furniture design, artworks, feature lighting and different textures of finishes. Appropriate contrasts between walls and floors and key surfaces and features will be developed to aid the visually impaired and comply with the DDA.

The public lift cores form the main vertical routes through both the adult and children's buildings. These are key features that patients and visitors use to find their way. The colours for the lift cores in the adult hospital will be purple and ochre tones to reflect Mackintosh's Tulips. The colours used in the children's hospital will reflect the themes of the ocean and boats.



This page and next page images courtesy of Nightingales Associates

Colour also has an important role to play in the creation of healing environments. Certain clinical areas will have specific colours assigned to them that have been proven to impact on the senses – calming, energising, uplifting. These colours will act separately from the central way-finding colours and be used inside departments where the patient is receiving treatment.

All finishes used will be easily cleaned and in accordance with the requirements for infection control. Floors will mainly be vinyl with coved skirtings and welded joints to prevent dirt from becoming trapped. Walls similarly will be easily cleaned and coated with paints/coverings relevant to the needs of the particular zone.

Ginkgo will work with Nightingales to develop the specific colour palette building within the Colours and Finishes project.



Adult Acute Hospital

The new 14 floor South Glasgow adult hospital building will be one of the largest acute hospitals in the UK. It will have one of the largest emergency departments in Scotland as well as being home to major specialised services such as renal medicine, transplantation and vascular surgery. Twenty state-of-the-art operating theatres will offer the best available equipment to staff and patients.

The new hospital will have 1109 beds, with wards offering 100% single room, en suite accommodation. This will assist in addressing hospital acquired infection, mixed sex, privacy and dignity issues. Each bedroom will have a large window into the ward corridor to optimise staff/patient observation. All bedrooms will be light and airy with a large window offering views to the outside world. The bedrooms will provide a therapeutic and healing patient environment that is safe, clean, private, quiet

and comfortable. The design will also provide areas for patients to meet and socialise and the ward will have security entry to maximise security and safety.

The new adult hospital will provide services to:

- Local: the new hospital will provide both emergency and elective services (e.g. General Medicine, General Surgery) and outpatient services to the local population;
- South of the City: acute services/specialities, in particular those associated with emergency and trauma work (e.g.. A&E, Orthopaedics) will be provided from two sites across Glasgow, these being Glasgow Royal Infirmary and NSGH;
- Glasgow wide: the new hospital will provide some services e.g.. Renal, ENT for the whole of Glasgow..



This page and next. Image courtesy of Nightingales Associates

Children's Hospital

The new Children's Hospital will provide state-of-the-art medical care to children in a safe and child-friendly environment. The new hospital will be a worthy successor to the Royal Hospital for Sick Children and will be physically linked to the refurbished Maternity Unit and new AAH in order to provide the best possible care for new babies and their mothers too.

With 256 beds over five storeys the design of the hospital includes a covered roof garden where young patients can enjoy a range of activities in the fresh air. The new children's hospital will be a mix of four-bedded and single-bedded accommodation as it's been shown that a child's health benefits from being around other children.

The New Children's Hospital will provide services to:

- A fully comprehensive range of services (inpatient, day case and outpatient) to the local population;
- At a regional level the hospital will support a full range of specialist paediatric services including – Cardiology, Haemato-Oncology, Neurology, specialist surgical services and Endocrinology, amongst others;
- A number of specialities which are designated as national services and for which, in most cases, it will be the sole provider in Scotland.

Laboratory Building (novated design)

The new Laboratory Building will accommodate blood sciences, pathology, genetics, microbiology, post-mortem and mortuary services. Ginkgo has separately developed proposals for the Mortuary sanctuary and associated public spaces.



Interior Design and Wayfinding

Ginkgo Projects has collaborated with Nightingales Associates to integrate the therapeutic design and art strategy into the pattern of provision that will form the character of the interior of the building.

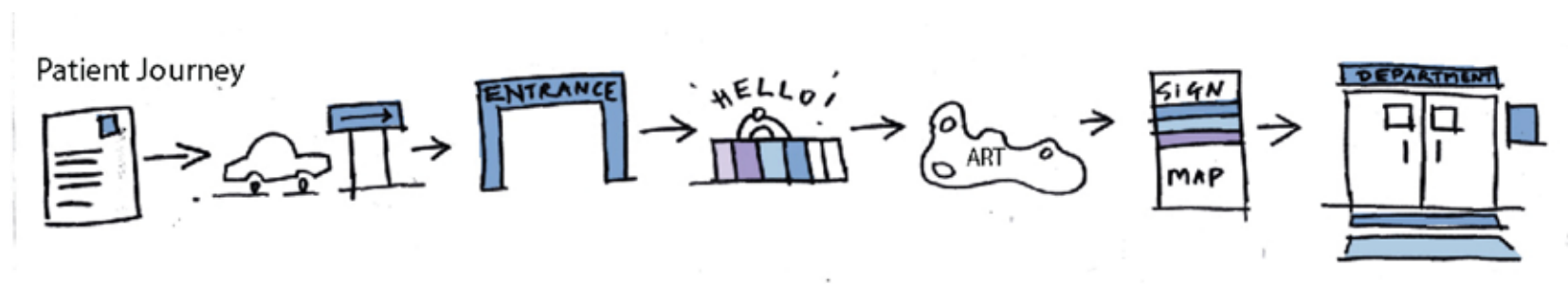
Nightingales have drawn on the industrial shipbuilding and seafaring history of Glasgow, whilst decisions about colour have been informed by Mackintosh textile designs.

The aim is to create an optimum healing environment for patients and a stress free, enjoyable workplace for staff. The individual elements within the interior will work coherently to mark clear patient, visitor and staff pathways through the building. Strong department identities, as well as a pattern of variously

bold, uplifting, calm, relaxing spaces where appropriate will all contribute to a modern healthcare environment. Key colours associated with way-finding need to work coherently across a range of materials (signage, wall treatments, flooring materials, furniture) in order to be effective. All aspects of the interior need to conform with infection control

Ginkgo and Nightingales have collaborated on the atriums, sanctuaries, public lift core lobbies, interview / quiet rooms, and treatment consult / exam rooms.

Ginkgo has focused on the role of art in landmarking within the overall wayfinding strategy. Approaches to dignity, distraction and participation have informed Ginkgo's approach to the interior.



Wayfinding analysis. Image courtesy of Nightingales Associates

The atriums form significant new and dramatic public spaces within Glasgow’s architectural environment. Key programme elements within this strategy influence these spaces (see core programme elements: Colours and Finishes and Inside / Outside Shelter / Play)

The sanctuaries have been designed to be features within the atriums and the Ginkgo team has key skills and experience in relation to the development of sanctuary spaces (see Enhancement Programme: Sanctuaries).

The podium corridor network and public lift core lobbies form key transitional spaces within the overall way-finding programme, servicing busy, multi-use areas. The strategy has

developed programme elements (see Beacon Project and Podium Landmarking) which specifically contribute to the way-finding strategy.

Interview / quiet rooms form a key focus for this strategy (see programme element: Dignified Spaces). These spaces are often used at very stressful times by families and carers waiting and having important conversations with staff.

Treatment consult / exam rooms are equally very stressful spaces and the enhancement programme element: Distraction and Wellbeing aims to deliver a ground-breaking approach within the children’s hospital.



Way-finding example. Image courtesy of Nightingales Associates

Case Snapshot: Impact of Arts on Children



“A permanent installation (printed Perspex panels and hand painting) was felt by staff to have significantly improved the working environment [in the Treatment Rooms in Surgical, Medical and Daycase]. As one of the most feared areas by young patients the installation has made a huge difference - the rooms are much ‘less clinical,’ ‘less threatening’ and have a better ‘ambience’ or feel when you enter.

The Clinical benefits of the installation (noted by senior clinicians and play staff) included the value of distraction, a reduction in anxiety and providing ‘reassurance’ for patients undergoing procedures.”

Dr Heather Delday, ‘An Evaluation. ARTworks, Royal Aberdeen Children’s Hospital, 2006 – 2009’. At Press

‘Culture and Creative’

Therapeutic Design

Healthcare modernisation has been informed by an increasing understanding of therapeutic and evidence-based design.

Key drivers of therapeutic or evidence-based design include:

- Collaboration between architects and designers, healthcare professionals and users;
- Focusing on Humanistic Architecture;
- Sense sensitive design using emotional mapping and the design prescription;
- Attention to the seven ages of children when designing Children’s Hospitals.

The characteristics of therapeutic design (based on the Whole Building Design Guide) include:

- Reducing or eliminating environmental stressors;
- Providing positive distraction;
- Enabling social support;
- Giving a sense of control.

“Humanistic architecture draws on international research in the fields of psychology and sociology, biology and physiology into the effects of the environment on health (for example, Sommer & Wicker, 1991; Ulrich, 1991a; 1991b; 2001; Zhdanova et al, 2001). It translates this research into projects that place the individuals inhabiting particular spaces at the heart of the design process. This approach relies heavily on designers actively engaging with staff, clinicians and individual patients to research and record myriad emotional, physiological and physical symptoms.”

Architecture + Design Scotland, *Colloquium: Creating Healing Environments*, 2006, p.4

Image opposite page Creative Activity, Evelina Children’s Hospital, London.
Photo: Ling Arzeian, courtesy of Guy’s and St Thomas’ Charity

Case Snapshot: Patient Dignity

"..... NHS trusts in their annual reports are saying that 1 in 5 complaints that they receive from patients is to do with the feeling that they've not been treated with dignity. So looking at this question of dignity within healthcare is firstly within the relationship between the healthcare professional and the patient but it also extends into the quality of the environment. It's not simply about prettifying hospitals with artworks."

Case Notes, Programme 7 Art and Health, Radio 4, 1 September 2006, Mike White, Centre for Arts and Humanities in Health and Medicine, University of Durham

"I suppose it's the way you behave, if you go down corridors and take a family down to a viewing room, you would hurry them, you'd be embarrassed about where you are taking them to... whereas if it is pleasant you will relax a bit because you're proud of what you are going down to, it will be a comfort and care continued from the wards. That makes a difference."

Sarah Waller et al, (2008) *Improving Environments for Care at End of Life*, Kings Fund



Arts & Health

The field of Arts & Health has seen significant developments over the past twenty years. The arts' contribution to health has been re-evaluated, both in relation to the impact on capital programmes as well as through engaging patients in creative activities.

Nationally, many NHS Boards and Trusts have engaged with the Arts & Health agenda supporting projects focused on new and refurbished buildings, participation and engagement around issues such as stroke recovery, renal dialysis, mental health and behaviour change.

NHSGGC Arts & Health

Since the early 1990s a number of independent arts organisations such as Art in Hospitals and Projectability have been actively working with NHSGGC and receiving support from the Scottish Arts Council. In 2005 the Scottish Arts Council and NHSGGC developed a formal partnership resulting in:

Image left. Maggie's Cancer Caring Centre, London. Photo courtesy of Maggie's Centres

- The strategic appointment of an Arts & Health Coordinator jointly funded between the two organisations;
- Scottish Arts Council funding for a number of public art programmes within the NHSGGC modernisation programme;
- Continuing partnership funding for specialist arts & health organisations including Art in Hospitals;
- Glasgow Arts & Health Learning Network established with the Public Health Resource Unit;
- Established relationship with Glasgow Medical Humanities Unit at the University of Glasgow hosted Medical Humanities 5th International Symposium 2008.

Arts and health is making a very valuable contribution in many different ways, including: improving health, wellbeing and quality of life, to major health priorities, to improving clinical outcomes both from environments and direct treatment and therapy, supporting and training staff, and in promoting patient and public involvement and community cohesion in the creation of arts and as a way of improving understanding between staff and the recipients of their care.

Report of the Review of Arts and Health Working Group, Department of Health, 2007

Public Art

Public Art, as a significant strand of contemporary creative practice, has developed over 30 years, driven by concepts of site, place and public. Engagement and participation have become vital for creative practitioners working in public. Urbanist Jane Jacobs' description of the city as an ecosystem: geography, economies, populations and buildings, has led to a re-envisioning of the role of culture and the arts as a means of exploring and shaping the public experience of urban environments.

The creative practitioner, given an open brief, explores the context, understands the perceptions and needs of inhabitants and users, thinks laterally, and works to reveal, change and shape our experiences.

Public art (adapted from Noema's *A Public Arts Framework for Greater Govan*, 2004) can include:

- Sculpture in the open air (although it takes more than an outdoor site to make sculpture genuinely public);
- Objects produced for, and owned by, the community;
- Time-based and temporary projects;
- Site-specific work;
- Objects sited in semi-private space (e.g. banks, corporate headquarters, etc.);
- Literature (e.g. Poems on the Underground);
- Lighting projects;
- Enhancement/decoration of functional objects (e.g. etchings on bus shelters, street furniture);
- Sculpture parks and trails (e.g. Grizedale, Perth);
- Land art (e.g. Pyramids on M8).

Cultural Policy

National

Creative Scotland (formerly the Scottish Arts Council) is the national development agency for the arts in Scotland. The Therapeutic Design and Arts Strategy engages with the broad remit of Creative Scotland to promote and invest in the role of creativity within the life of the country. The strategy also addresses specific thematic areas which have been the focus of policy and strategic development:

- Arts & Health;
- Equalities;
- Public Art.

The ArtFull Strategy jointly developed between the Scottish Arts Council and the Scottish Government links with Equal Minds, National Programme for Improving Mental Health and Well-being (2005). The Strategy demonstrates the significant role that the arts have in promoting mental health and well-being.

Regional

Glasgow has a significant reputation as a creative and cultural city, having demonstrated over 20 years the impact of regeneration through cultural planning. Glasgow is in particular recognised nationally and internationally for both the quality of visual artists and the galleries, museums and organisations involved.

Glasgow City Council's (GCC) Cultural Strategy (2006) focused on participation, learning, competing in the global economy and the vibrancy of the city. GCC established Glasgow Life (Culture & Sport Glasgow) to deliver cultural services as part of the implementation of the Cultural Strategy. NHSGGC and Glasgow Life have a strategic partnership to deliver health and well-being objectives through a range of programmes, including cultural and creative activities. Glasgow Life undertook a survey of research which demonstrated the impact of culture and creative activity on population health and longevity.

The NSGH project represents a significant opportunity for further developing partnership working and to build capacity within Glasgow's strong arts sector..

Glasgow International Festival of Contemporary Visual Arts (Gi) is a biennial event comprising of exhibitions and programmes of cutting edge visual arts which takes place at a range of mainstream and alternative venues across the City. Gi is managed by Glasgow Life and is supported by both the City and Creative Scotland. Collaborative development of one or more projects would profile NSGH during development and post-occupancy as a

key institution within the city.

In addition to Glasgow Life, Ginkgo Projects have identified a range of potential partners in Glasgow and local to NSGH in Govan with whom partnerships may be formed to deliver aspects of the Strategy. Some of these are already working with NHSGGC.

The Hunterian Museum and Art Gallery, part of the University of Glasgow, is an internationally recognised collection of fine art, medical and anatomical scientific instruments as well as archaeology and world cultures.

The Tramway and Centre for Contemporary Art (CCA) are key multi-artform venues with specific visual arts programmes and outreach work focused on health and well-being.

There are a key group of organisations in the city focused on the equalities agenda across arts and health and inclusion, such as Art in Hospital, Birds of Paradise Theatre Company, Creative Therapies, Giant, Indepen-dance, Music in Hospitals, Project Ability, Sounds of Progress, Streetlevel, Theatre Nemo and UNESCO City of Music.

Within Govan there are a number of organisation which engage communities to achieve a variety of goals including cultural planning, regeneration, learning, health and well-being. These include Impact Arts, Fablevision, Gal-Gael Trust, LUV (Linthouse Urban Village) and the Pearce Institute.

Evidence: Art Adds Value

“People say the effect is on the mind. It is no such thing. The effect is on the body, too. Little as we know about the way in which we are affected by form, colour, by light, we do know this, that they have a physical effect. Variety of form and brilliancy of colour in the objects presented to patients is the actual means of recovery.”

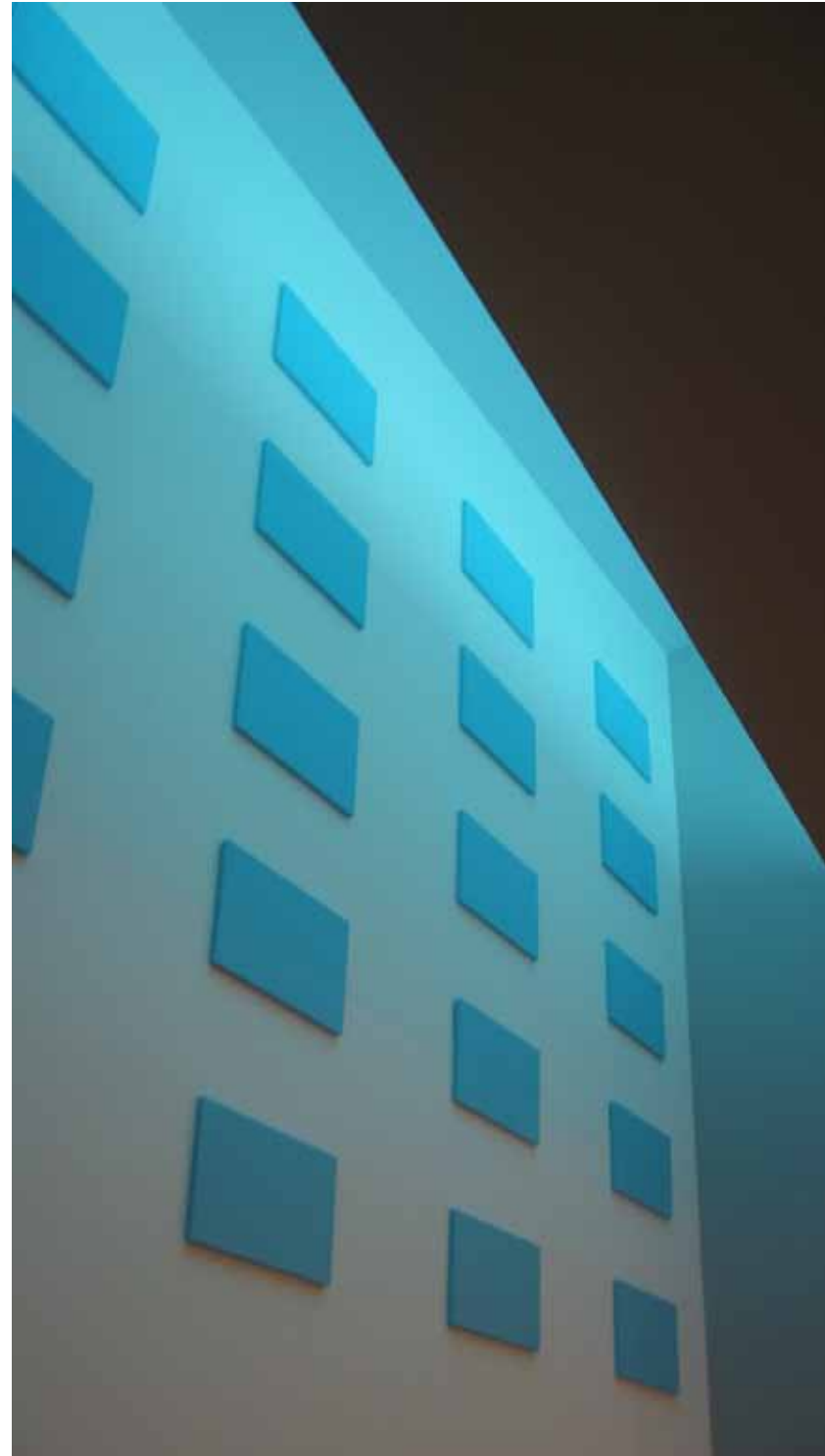
Florence Nightingale. *Notes on Hospitals*, 1863

Over a century later than Florence Nightingale’s publication, the positive role which art plays in the healthcare environment is now widely acknowledged and documented.

“There is growing evidence that patient recovery rates and stress levels are improved by the adoption of appropriately selected art in healthcare programmes. An extensive piece of research with the Kings Fund, published by NHS Estates demonstrates, ‘...the impact of the hospital environment on the patient experience and staff recruitment and retention.’ The report illustrates that, ‘Where time and attention has been tailored to meet patient needs, the resulting environments have had ‘therapeutic impact’. ...’ These environments, which encourage patients to feel looked after and cared for, and for staff to feel valued, demonstrate that public art projects have an impact beyond the physical environment.”

Assessment of the Kings Fund public art programme (*Evaluation of the King’s Fund’s Enhancing the Healing Environment Programme*. NHS Estates, 2003.) reported that public art engendered the following:

- feelings of calmness and well-being
- patients feeling more respected and valued



'The Sanctuary', Royal Infirmary Edinburgh by Donald Urquhart.

- a reduction of vandalism and aggressive behaviour
- a perception by patients of receiving better treatment.

Reduced stress, medication, length of stay

Staricoff's research into the impact of the visual and performing arts in the Chelsea and Westminster Hospital, demonstrating the specific impacts of programmes in a range of departments including Day Surgery and Trauma and Orthopaedic Wards. The research reported reduced stress levels amongst staff, and reduced use of analgesics, reduced lengths of stay, as well as reduced anxiety and depression amongst patients.

Evidence-based design for way-finding

Ulrich, in a major review of literature (2004), highlights the wide range of high quality evidence for the benefits of views of nature and other positive distraction (including art). The paper also highlights the role of art in effective way-finding.

Access to nature

There is extensive evidence of the importance of access to nature (Ulrich, 1984; Cimprich, 2003; Roe, 2008). OPENspace, Edinburgh, has undertaken a series of studies into the benefits of greenspace to health and well-being.

Patient dignity

Birmingham Children's Hospital has recently evaluated the arts programme in the new Bereavement Suite. Graham-Pole and

Lander (2009) demonstrate the role of the arts in care and palliation.

Sense-sensory design

Richard Mazuch's presentations highlighted the importance of sense-sensory design, drawing on a wide range of research.

Distraction therapies

There is a wide range of evidence supporting the use of distraction therapies including, for instance, Diette (2003) which confirmed in randomised control study the effectiveness of distraction therapy using natural sights and sounds.

Art and distraction

Royal Aberdeen Children's Hospital Phase 2 Art Programme Evaluation (2010) demonstrates the effectiveness of creative interventions in treatment rooms and of continued post-occupancy development of therapeutic design programmes.

Case snapshots

We have provided more detailed information in the Snapshots, dispersed throughout the document, of the impact and benefits of the therapeutic design and arts interventions.



Programme Development



“How many people think twice about a leaf? Yet the leaf is the chief product and phenomenon of Life: This is a green world, with animals comparatively few and small, and all dependent upon the leaves. By leaves we live.”

Patrick Geddes, Last Lecture as Professor of Botany at Dundee, 1919

Brief, Vision and Principles

NHSGGC's vision for the New South Glasgow Hospitals is to deliver truly excellent healthcare, and the aim of the Therapeutic Design and Art Strategy is to enhance and support the patient and family journey within this modern healthcare setting.

Each element of the strategy has been developed based on the best evidence of the impacts of the arts on physical and mental health, well-being and care. The programme employs art and design to de-institutionalise and energise the hospital environment, creating a sense of place, culture and identity.

The ambition of all parties is that the programme will benefit patients, staff, visitors and the local community.

NHSGGC required that the strategy focus on the following key elements:

- **Building design and healing environment** (e.g. therapeutic design, use of light, ambient public space, accessibility, materials and finishes);
- **Interior design and landscaping** (e.g. special lighting, floor designs, therapeutic colour choices, non-clinical looking furnishings, gardens and sensory planning);
- **Enabling works** (e.g. electrical infrastructure, lighting, wall niches, strengthened walls and ceilings to host future art works);
- **Provision of programmable spaces** (e.g. future exhibitions, performances or sculpture);
- **Architectural elements** (e.g. entrance canopy, art doors, curved walls, specially designed stairways and car parks);
- **Integrated art, specimen art** (e.g. stained glass, bespoke art, landmark way-finding).

NHSGGC set out the following 'principles' to guide the formation of the strategy:

Principle 1: Create a positive healing environment focusing on user experience:

- Ensure that the built environment reflects individual human scale, providing a positive, healing and therapeutic environment that meets the physical, spiritual and emotional needs of patients, visitors and staff;
- De-institutionalise the hospital environment, creating domestic and comforting public and ward areas;
- Provide high quality visual links between the interior and exterior of the hospital, encouraging and supporting access to nature and the outdoors directly and indirectly;
- Support and improve way-finding and orientation, by creating landmarks which compliment the signage, use of colour and other systems.
- Enhance landscaping and interior design through creative use of materials and finishes, innovating uses of colour, surface and light for the improvement of patient, staff and visitor experience.

Principle 2: Recognise cultural context and cultivate community links:

- Recognise the cultural strengths and opportunities of the region whilst creating local distinctiveness;
- Implement education and outreach programmes that fully extend the programme to a broad audience and make genuine and sustainable links with the community;
- Be informed by a practical and open dialogue between the creative practitioners, patients, staff and community;
- Where possible and relevant, use local crafts people and skills;
- Addresses access and inclusion appropriately.

Principle 3: Integrate the role of the artist and designer into the working life and design of the hospital in a fundamental and supported manner:

- Undertake professional and accountable project management

assuring the total confidence of both the creative practitioners and the arts development group. Ensure that commissioned work and management procedures are fitting, appropriate and safe for a healthcare environment;

- Work with artists, designers and craft practitioners from the very early stages in all project development, creating the maximum opportunity for integrated work;
- Foster research and collaboration within different fields such as science to enhance and support the development of the arts in healthcare.

Principle 4: Uphold artistic quality and contemporary practice:

- Commission artwork that is innovative and of high quality;
- Commission artwork that is sensitive and apt for its environment;
- Ensure value, openness and build local capacity.



Image. Susan Derges. 'Summer', 2009, Light Box. Site specific commission for Radiotherapy Suite, New Barts Building, London. Photo Courtesy of Vital Arts
Previous spread image courtesy of Peter Buwert

Consultation: Overview

Ginkgo Projects, supported by the Design and Healthy Environments Steering Group has undertaken a programme of consultation to inform the development of the Therapeutic Design and Arts Strategy. This includes:

- Desk research and reviews of Community Engagement consultations;
- Workshops focused on specific initiatives;
- Seminars (in conjunction with Glasgow Arts and Health Learning Network);
- Walk and talk visits to other facilities (e.g. Royal Hospital for Sick Children, New Victoria and New Stobhill);
- One to one meetings with key individuals.

These activities have informed the development of the Strategy ensuring a clear understanding of the priorities of NHSGGC, the detail of the Patient Care Pathway, and the design of the new facilities. The need for accessibility as well as the particular opportunities and constraints have informed the overall Strategy and the individual projects that are proposed.

Consultation and engagement are valuable elements of the creative process and are central to successful public art programmes. A programme of consultation and engagement around the Strategy and individual programme elements will be developed in partnership with NHSGGC to support implementation.



Hospital Gallery, Gloucester Royal Hospital. Photo courtesy of Gloucestershire Hospitals NHS Foundation Trust

Consultation: Desk Research

Ginkgo Projects has reviewed and analysed a wide range of materials including:

- National Health Design Policy and Advice including:
 - NHS Scotland, A Policy on Design Quality;
 - Architecture + Design Scotland, A Vision for Health;
 - Achieving Excellence Design Evaluation Toolkit (AEDET).
- NHSGGC Employer's Requirements, Policy and Evaluations including:
 - NHSGGC Design Action Plan and Guidance Notes;
 - NHSGGC Community Engagement Team reports including the Design Report on NSGH; Sanctuary Project Report; Youth Panel Report; BATH documentation; Accessibility report on New Victoria and Stobhill Hospitals (produced by Better Access to Health public involvement group).
- Arts and healthcare environment projects nationally and internationally.
- Evaluations of other Healthcare Arts projects including Royal Aberdeen Children's Hospital (2010), King's Fund Enhancing the Healing Environment Programme (2008), Dykebar Hospital (2007), James Cook University Hospital (2005), Chelsea and Westminster (2003), Leichtag Family Healing Garden (2001), Exeter Health Care Arts (1999).
- A range of research focused on the impact of the arts; therapeutic, sensory and age appropriate design; access to nature; colour and contrast; and patient dignity on healthcare environments, patient recovery and mental health.

“Where time and attention has been tailored to meet patient needs, the resulting environments have had ‘therapeutic impact’. These environments, which encourage patients to feel looked after and cared for, and for staff to feel valued, demonstrate that public art projects have an impact beyond the physical environment.”

Evaluation of the King's Fund's, (2003) *Enhancing the Healing Environment Programme*, NHS Estates

Case Snapshot: Art as Distraction



“A boy and his mother open the door to an X-ray room where jungle creepers and tropical leaves wind their way around the room and pink lizards scurry across the ceiling. ‘Cool,’ he says as he stands and stares, forgetting the purpose of his visit in his excitement to see more.”

The plants and animals that fill the room are an artist’s colourful vision of a distant place, far removed from the clinical environment normally found in the X-ray suite of a hospital. But the illusion is complete and the jungle becomes reality for the duration of the treatment as the boy lies and watches a parade of exotic animals and reptiles slowly dancing across the ceiling.”

Caroline Pirie, Surgical Ward Sister, Royal Aberdeen Children’s Hospital.

“The positive effects of contemporary and colourful art have been felt by staff, children and families ... Particularly in our treatment rooms the illuminated art provides a focus for children undergoing procedures and always becomes a talking point and a point of distraction.”

Anne Moore (2009), *Artworks, Royal Aberdeen Children’s Hospital, 2006 – 2009*, Royal Aberdeen Children’s Hospital

Consultation: Meetings

Date	Programme Activity
Monthly	Design and Healthy Environments Steering Group Meetings
April 2010	Artist and Designer appointed
May 2010	Initial Meeting of Creative Team. Nightingales and Gillespies Briefing
	NHSGGC (CET and HIT) Briefings
	Design Workshop Nightingales and Gillespies
	Art and Design Programming Nightingales
June 2010	Children’s Hospital Walk and Talk
	Workshop with Hilary Dalke
	CET supported review of New Victoria and Stobhill Hospitals
	Workshop with Richard Mazuch
	Consultation with Spiritual Care
July 2010	Innovative Technologies Workshop
August 2010	Glasgow Arts & Health Learning Network
	Adult Clinicians Consultation
Nov 2010	Community Engagement Advisory Groups

Image left. Susan T Grant, X-ray Treatment Room, Royal Aberdeen Children’s Hospital.
Photo: Mike Davidson, courtesy Royal Aberdeen Children’s Hospital, the Archie Foundation and RACH Arts.

Consultation: Conclusions

Consultation has informed the development of the Strategy, shaping the understanding of the Patient Care Pathway and the understanding of patient, family, carer and staff journeys, highlighting priorities and informing proposed programme elements.

Nightingales Associates, and in particular Richard Mazuch, have played a key role, not only in developing a collaborative approach to design development, but also in focusing discussions around sense sensitive design and therapeutic environments. Likewise Gillespies have strongly supported a collaborative approach to the design of the campus.

The Design and Healthy Environments Steering Group has advised and directed the consultation programme with NHSGGC and provided a forum for discussion of issues arising and priorities.

The extensive preparatory work undertaken by the NHSGGC Community Engagement Team including design recommendations for NSGH as well as evaluation of previous projects have contributed to the understanding of the needs of users. Community Engagement have also facilitated a number of meetings and workshops during the Strategy development process.

Jane Peutrell, Clinical Medical Advisor to the New Children's Hospital project, has provided an invaluable role in facilitating visits to the existing Royal Hospital for Sick Children. These visits have highlighted the enthusiasm of staff to engage with the shaping of a child-centred environment. Jane Peutrell has also driven forward the development of the proposals for distraction

and wellbeing therapies for the Children's Hospital.

The programme elements have been tested in discussion both informally with patients, families, carers and staff, and formally through meetings and workshops. Aspects of key programme elements have been refined through this process.

Within the overall priority for the Strategy to address the Patient Care Pathway, the process of consultation has affirmed and refined the fundamental importance of the strategy contributing to way-marking and orientation. This is manifest in a series of programme elements located on busy, multi-use routes.

The strategic focus on rooms identified as quiet or interview rooms has been affirmed both through one-to-one meetings and workshop review. Consultation has confirmed the prioritisation of these spaces as part of the Core Strategy over the Sanctuaries, though they are important too.

The enthusiasm for implementing a comprehensive programme of distraction and well-being therapies has been supported not only by staff, but also by the Yorkhill Children's Foundation. Their commitment to this has enabled an ambitious proposal around distraction and well-being therapies to be developed as a major fund-raising target.

Lessons learned from work undertaken particularly in Radiology at the RHSC has both confirmed the value of approaches to distraction involving art and design, as well as the value of participatory approaches. Wider evidence has supported participation as a key theme.

Consultation and Engagement: Future

During Stage 3, Integration and Construction, Ginkgo Projects will work with NHSGGC Design and Healthy Environment Steering Group including representatives of Brookfield Construction, Nightingales Associates and Gillespies as well as Major Projects, Project Champions, Community Engagement and Health Improvement to produce a Consultation and Engagement Strategy addressing:

- Structures and processes for co-ordination and management of consultation and engagement;
- Development of a selection panel within the Design and Healthy Environments Steering Group and processes for stakeholder involvement in selection processes;
- Oversight of Programme Elements involving participation by patients, families, carers or staff;
- Agreed programmes for Education and Interpretation to support permanent and temporary art and design interventions;
- Agreed programmes with NHSGGC Communications on Advocacy.

Image. Workshop to support the creative content for 'Primary Space', Dalry, North Ayrshire. Developed by Ginkgo Projects for North Ayrshire Council. Photo: courtesy of Ginkgo Projects



Programme Development: Analysis

The analysis of opportunities and constraints has been developed based on close collaboration with both Nightingales Associates and Gillespies, and informed by the consultation process facilitated by NHSGGC.

Opportunities

Context

- The priority and value placed on therapeutic design and the arts by both NHS Scotland and NHSGGC underpins the Therapeutic Design and Arts Strategy.
- Working prior to Full Business Case is a significant opportunity to develop an integrated Therapeutic Design and Arts Strategy. This has enabled the core arts programme to influence the design of significant areas of the building including colours and finishes in the atriums, architectural elements within the landscape and suites of rooms throughout the buildings.
- The context of Glasgow, with its internationally acknowledged cultural and creative community, will ensure that the implementation of the Therapeutic Art and Design Strategy has access to a range of creative practitioners of the highest quality.
- The development of the art and design programme for a major capital project such as NSGH will have a positive impact on the sustainability of the creative and cultural sector in the city.



Strategy artists at work. Image Ginkgo Projects

Consultation and Collaboration

- The preparatory consultation and evaluation of previous projects by the Community Engagement Team provides clear guidance on patient, family and carer needs and concerns. It will be important that mechanisms are developed that are able to access different communities of interest and geography in a real and grounded way.
- The support of the Design Team has enabled a strong collaboration addressing way-finding and therapeutic environments. Nightingales Associates expertise in sense-sensitive design has played a key role in developing the overall vision for the environment.

- The support of NHSGGC project team and clinical staff has guided the Strategy to focus on those aspects of the Patient Care Pathway where the maximum impact can be achieved.

Creative-led approach

- The involvement of Strategy artists and designers at this early stage brings creative thinking to the forefront of the process. The Strategy artists and designers have contributed a focus on landscape and the natural environment, and aesthetic sensibility. They have led on key discussions and have developed the concepts for the programme elements.
- The Strategy artists and designers identified the large catchment area of NSGH as offering a strong palette from which to develop the sense of place within the buildings. The character, diversity and topography of the catchment area underpins the programme.
- The way-finding strategy was conceived by Nightingales Associates to be enhanced by public art. This has been developed into key Landmarking programme elements.
- A sustainable approach to cultural development is achieved through a balanced programme that is implemented during construction and continuing post-occupancy.
- Attention to feedback and careful judgement has been required whilst developing programme elements to address sensory impairment across the range of ages from children 0-16, as well as adults.



Strategy development workshop with NHSGGC staff. Image Ginkgo Projects

- The Children's Hospital clinicians' ambition to implement a programme of elements to support distraction and well-being has resulted in the development of an innovative and creative proposal that will significantly enhance patient, family and carer experience and support staff.
- The demonstrated enthusiasm of staff at RHSC to develop and enhance the environment to impact on patient experience is a significant opportunity and reinforces the importance of participatory approaches to the Core Arts Programme as well as the development of a proposal for innovative technologies. The inclusion of the distraction therapy projects provides a real opportunity for creative approaches to be embedded within patient's experience of often traumatic treatments.

Case Snapshot: Teenage Cancer Unit

“The unit doesn’t feel like being in a hospital. It’s more flexible here. It makes having treatment a lot easier as I’m not focusing on it all the time. There are other things happening and I can ignore it.”

Tim Diamond, patient, Teenage Cancer Unit, University Hospital of Wales, Cardiff.

The new Teenage Cancer Unit ‘Skypad’, in the University Hospital of Wales demonstrates genuine understanding of the role that good design and the arts plays in the patient experience.

The following aspects have been considered:

COMFORT - both physical and emotional - such as appropriate and comfortable furniture and space for patients and their visitors. The creation of an atmosphere that is less institutionalised and threatening to both patients and their friends and family is vital so they all feel more comfortable spending time in the units

STIMULATION: Units need the capacity and facilities for patients to be engaged and stimulated through organised activities, access to outside space and graphics or designs on the walls and ceilings, all of which help to distract from the day-to-day reality of cancer treatment

CONNECTIVITY: This is the ability to keep in touch with normal social support networks and the outside world. This can be facilitated through quality social spaces to hang out in.

Exploring the Impact of the Built Environment, Futures Company, Teenage Cancer Trust, at press



Constraints

- The current climate of austerity has influenced the development of the Strategy, and has supported a focus on the Patient Care Pathway to ensure clear patient benefits are generated, rather than on decorative stand-alone feature artworks.
- Whilst acting as constraints, the importance of cleanliness, usefulness, finding and moving around easily and coping with change have been a positive influence on the development of the Strategy.
- The aim of the Strategy to integrate works into the building requires careful attention to services, construction programme and specifications.
- NHSGGC's requirement for a low or no maintenance programme is a valid constraint. The Strategy has focused on proposals which meet existing maintenance requirements (e.g. cleaning) and do not create additional non-standard maintenance requirements.
- The challenge to deliver the Employer's Requirements within budget whilst showing how opportunity can be attractively extended to third party funders.
- Agreed, necessarily limited consultation with external stakeholders during stage 2 has meant that projects are formed to allow for substantial consultation and engagement during the research and design of each project.

Image left: 'Skypad' Teenage Cancer Unit, University Hospital of Wales, Cardiff.
Photo: courtesy of the Teenage Cancer Trust and ORMS



image. Gamelan workshop, Evelina Children's Hospital, London.
Photo courtesy of Guy's and St. Thomas' Charity

“How big is here?” and “How long is now?”

Helen Mayer Harrison and Newton Harrison, eminent American artists, start work from two fundamental questions “How big is here?” and “How long is now?” These questions have been used throughout the development of this strategy.

The strategy draws on understanding of context and duration, recognising that the new campus will be developed building on an understanding of Scotland’s proud heritage of health care development and its pioneering initiatives both in medicine and art.

Another creative influence is Patrick Geddes, an internationally renown Scot, who was Professor of Botany at Dundee as well as one of the founders of modern urban planning and regional development. Geddes developed an integrated analysis using

three key ideas: place - work - folk. His approach to regionalism and locality is still relevant today, framing thinking about sustainability, environmental quality and community regeneration.

The Artist Placement Group pioneered the idea of artists working within industry and public service. They emphasised the importance of context as an important part of the creative process. Their approach to the placement of artists in public service and industry, focusing on understanding strategic challenges and building trusting relationships.

The strategy is an overview at the point of starting work and these creative influences will continue to inform the process of implementation.

1637 - First Professor
of Medicine, Glasgow
University

1700

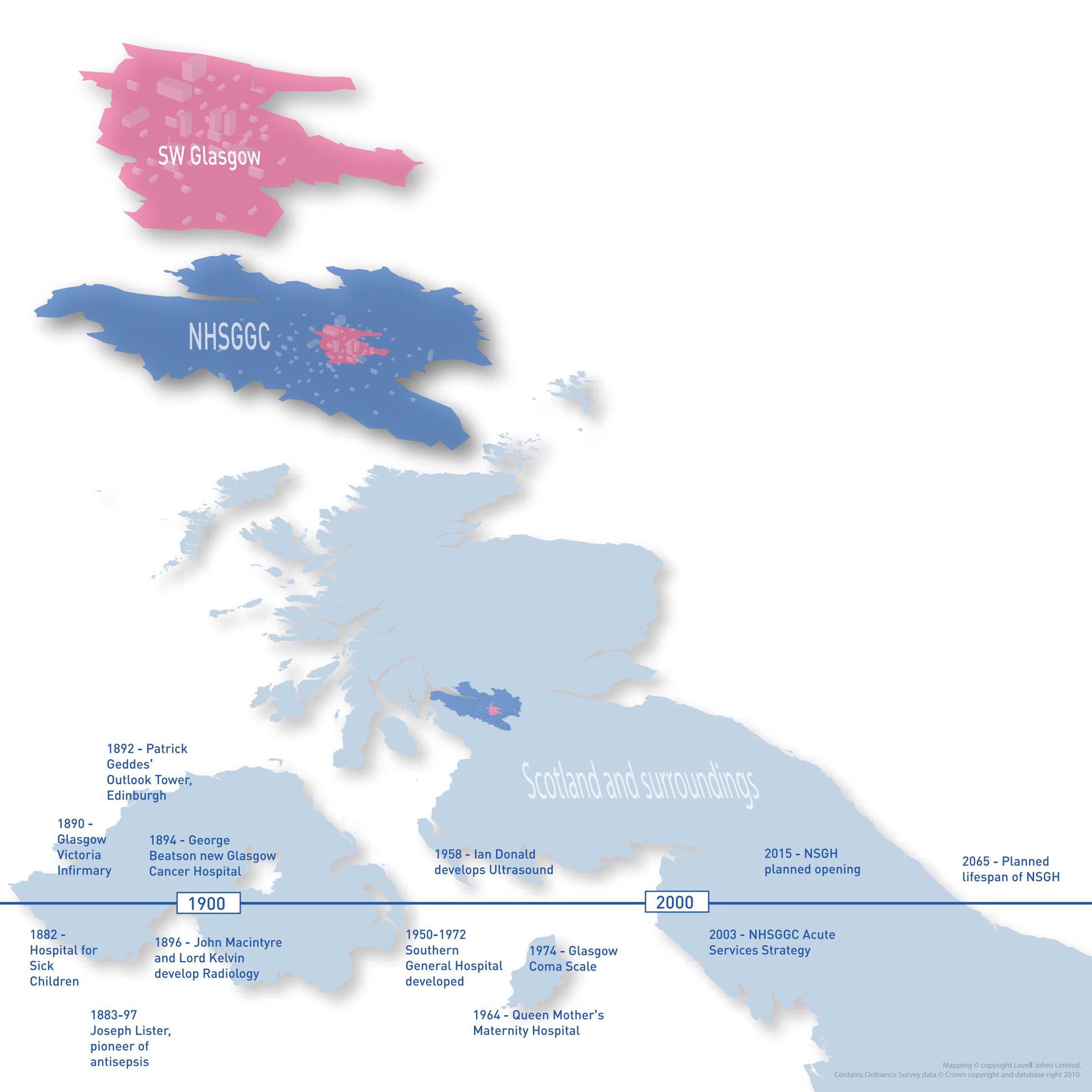
1783 - William
Hunter bequeaths
collection to
Glasgow University

1791 - Glasgow
Royal Infirmary

1850

1874 -
Western
Infirmary

1872 -
Southern
General
Hospital



SW Glasgow

NHSGGC

Scotland and surroundings

1900

2000

1882 -
Hospital for
Sick
Children

1883-97
Joseph Lister,
pioneer of
antisepsis

1896 - John Macintyre
and Lord Kelvin
develop Radiology

1894 - George
Beatson new Glasgow
Cancer Hospital

1892 - Patrick
Geddes'
Outlook Tower,
Edinburgh

1890 -
Glasgow
Victoria
Infirmary

1950-1972
Southern
General Hospital
developed

1964 - Queen Mother's
Maternity Hospital

1974 - Glasgow
Coma Scale

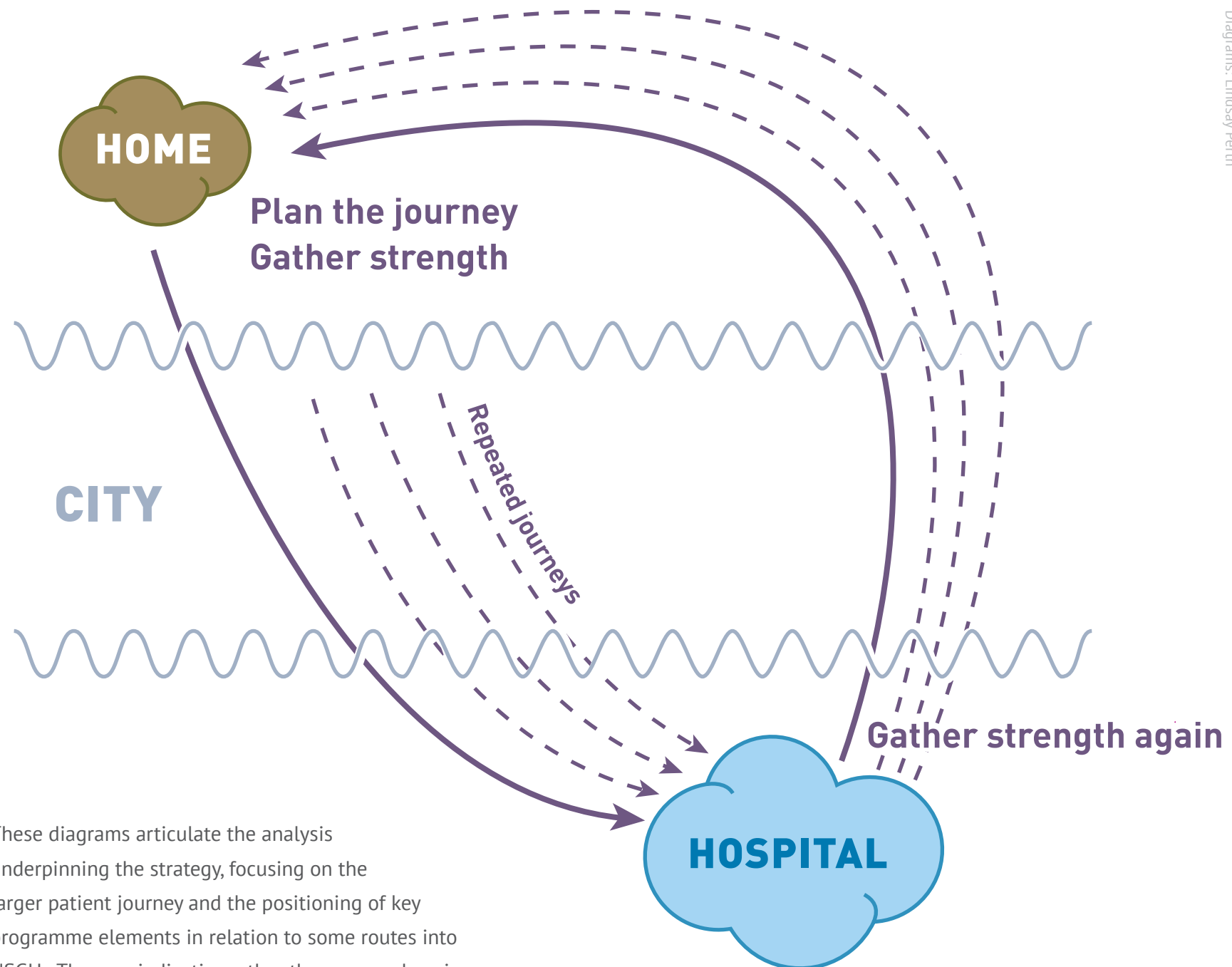
1958 - Ian Donald
develops Ultrasound

2003 - NHSGGC Acute
Services Strategy

2015 - NSGH
planned opening

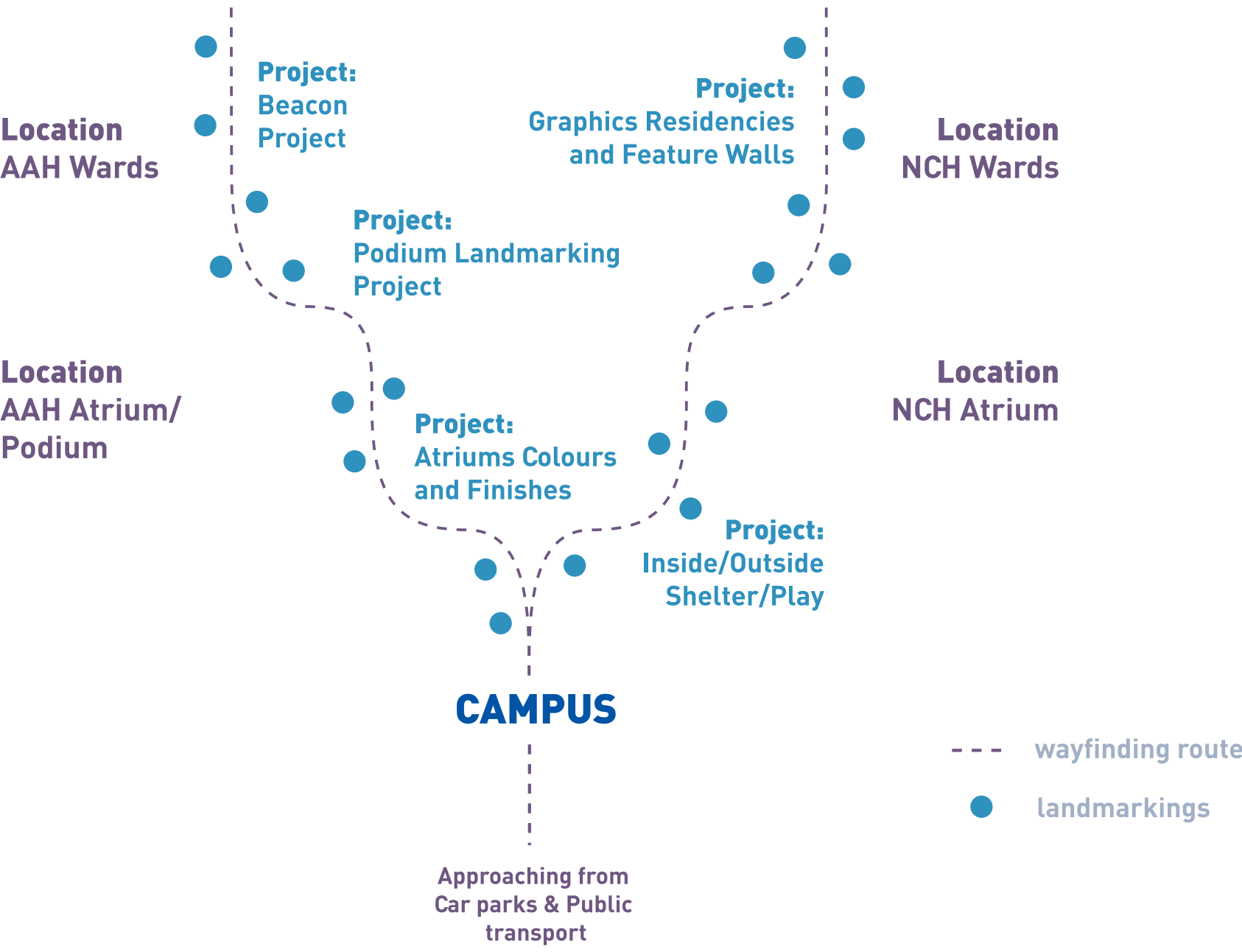
2065 - Planned
lifespan of NSGH

What does the patients' journey mean?



These diagrams articulate the analysis underpinning the strategy, focusing on the larger patient journey and the positioning of key programme elements in relation to some routes into NSGH. They are indicative rather than comprehensive.

Understanding landmarking as a contribution to way-finding



What themes frame the strategy?

- **Sense of Place**
- **Dignity**
- **Distraction**
- **Participation and Personalisation**

Creative Rationale

The Patient Care Pathway provides a key focus. The Therapeutic Design and Art Strategy is shaped by physical and emotional journeys (see Patient Journey to Hospital diagram, p.58).

Journeys taken by patients, families and carers as well as staff, define the catchment area as the landscape of South West Glasgow as well as extending to the rest of Scotland and beyond.

Catchment areas offer a sense of place, including landmarks, in the buildings and campus and provide an enhancement to way-finding to add clear and intuitive methodology to reduce additional stress in finding required locations (see Landmarking as a contribution to the Way-finding Strategy, p59).

Journeys require calm and respite spaces within the buildings and campus. The enhancement of quiet and respite spaces lends dignity to patient, family and carer interactions with healthcare staff. Particular stages of these journeys require distraction.

Journeys should be personal and participatory. and used to build a sense of place through memory.

Evidence cited throughout the strategy highlights the impact of art and design on the provision of therapeutic environments and underpins each programme element.

Image © Glasgow City Council. Photo Steve Hosey@DRS Graphics



Image (lower) Linda Schwab, Tutti Frutti, printed Perspex panels and mobiles - treatment room, medical ward, Royal Aberdeen Children's Hospital, 2009. Photo © Mike Davidson, the ARCHIE Foundation and RACH Arts.



Image Accident and Emergency Children's Waiting Room at Frenchay Hospital, commissioned by Willis Newson, Photo: Neil Phillips



Sense of Place

Dignity

Distraction

Participation and Personalisation



Image (lower) Margaret Knight and Natalie Robinson. Courtesy of Music in Hospitals. Photo Richard Holton

Case Snapshot: Arts as Positive Distraction

Rosalia Staricoff's groundbreaking research at the Chelsea and Westminster Hospital, London, measured the effect of visual arts and music on patients and staff between 1999 and 2002.

Patients in the Day Surgery Unit exposed to visual arts and live music during the preoperative process showed significantly lower levels of anxiety and depression than patients who were prepared for surgery in the absence of the arts.

'This research also found a reduction in the amount of induction drugs needed prior to anaesthesia in those patients who had their preoperative preparation in the presence of visual and performing arts. This integration brings benefits to the patient and could have budget implications for the NHS.'

'Trauma and Orthopaedic Ward Patients exposed to visual art and live music during the post-operative period required less analgesia per day than those patients recovering in the absence of visual art and live music. These patients also stayed 1 day less in hospital.'

Rosalia L. Staricoff, (2003), 'A Study of the Effects of Visual and Performing Arts in Health Care', Chelsea and Westminster Hospital



Programme Development Requirements: Stage 2

Produce a detailed arts strategy	Completed
Consult with agreed key hospital, community and cultural stakeholders	Completed
Initiate two research/development projects: Waymarking and Orientation, Healing environment	Completed
Develop a community engagement programme	Process subject to agreement NHSGGC Community Engagement
Develop a phased action plan for programme delivery	Ongoing with Brookfield Construction
Ensure that art enabling works are accommodated within the construction design and programme	Ongoing
Set out management structures for programme delivery and post-build activity	Ongoing
Develop (as an additional activity) a register/audit of existing artworks and cultural assets, if none exists at present	Process subject to confirmation of NHSGGC cultural artefact asset register
Develop a donations policy	Ongoing
Work with the Design and Healthy Environment Group to help promote the activity and profile as required.	Ongoing

Image left. Oscar Bernhart. Photo, courtesy of Music in Hospitals. Photo Richard Holton

The background of the slide is a dark blue night sky filled with numerous stars of varying brightness. In the foreground, the dark, intricate silhouette of a tree with many branches is visible. On the left side of the image, there is a solid vertical purple bar. The text 'Core Programme' is written in white, bold, sans-serif font, positioned in the lower-left area of the slide, partially overlapping the purple bar and the tree silhouette.

Core Programme

Program Overview

The programme at the heart of this strategy has been divided into two strands based on priorities agreed through consultation and approved by the Design and Healthy Environments Steering Group.

The programme has been designed to grow and be attractive to external funders. An initial analysis of this is provided in ‘Programme Delivery: Funding Matrix’.

The main strand: ‘Core Programme’ described here and in the plans and schedules within the appendices is deliverable within the Employer’s Requirements.. The second strand ‘Enhancement Programme’ is not funded and will require additional fund-raising.

The core programme can be extended beyond the Employer’s Requirements through either enhanced core projects or through additional projects. Opportunities are set out in the following pages. The ‘Enhancement Programme’ section includes the major focus on distraction, well-being and personalisation, as well as two other projects . Fund-raising activity will be led by NHSGGC.









-  Beacon Project
-  Colours and Finishes
-  Podium Landmarking
-  Graphics Project
-  Dignified Spaces
-  Inside/Outside Shelter/Play
-  100 Flowers
-  On-going Programming

Image previous spread: Susan Derges, ‘Star Field - Blackthorn’, 2003. Cameraless dye destruction print, series of 5, each unique 71.5 x 61 cm (framed). Courtesy of the artist and Ingleby Gallery

Project Locations

Beacon Project

Creating a Distinct Identity for Wards



The linear nature of each of the wards in the Beacon suggests lines extending out across the landscape to the limits of the catchment area. This project uses the conceptual aspect of those lines to pull elements of that landscape into the building. There are two principle locations: the public lift cores at the centre and the wards. In each socialisation space an artwork will highlight aspects of the landscape beyond through text and imagery. This will be complemented by specially commissioned photographs taken at points on the line and displayed in the ward corridors. High-level land-marking graphics in the public lift cores, derived from the line, extend this language. The lead creative will develop the briefs to give distinct identity to each of the eight floors, and each of the four directions, of the Beacon. We envisage that the Beacon project will give each floor an identity and each ward common space a human scale and a focus for conversation.

- Graphics in 18 lift cores
- Photographs in 33 wards
- Keys to landscape in 33 socialisation spaces

Project 1



- Responds to the architectural form
- Maps patients' wider journeys and engages therapeutic aspects of landscape
- Core land-marking within wider way-finding strategy
- ER 4.3.1 and 7.10.10

A controlled study showed that exposure to visual stimulation including views of nature, in intensive care units promotes positive outcomes on patients recovering from open-heart surgery.

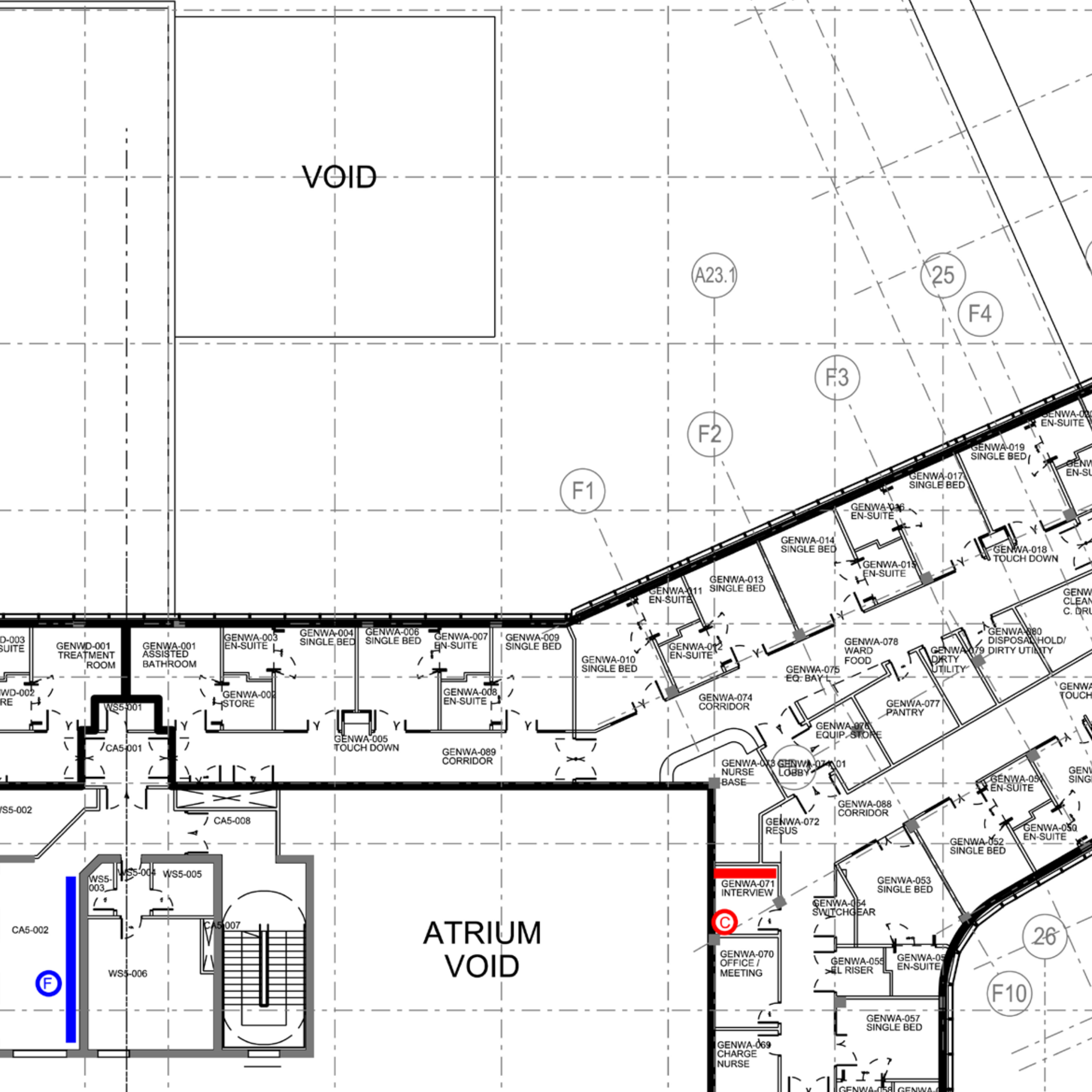
Ulrich, R.S. and Lunden, O., (1990) *Effects of Nature and Abstract Pictures on Patients Recovering from Open Heart Surgery*.

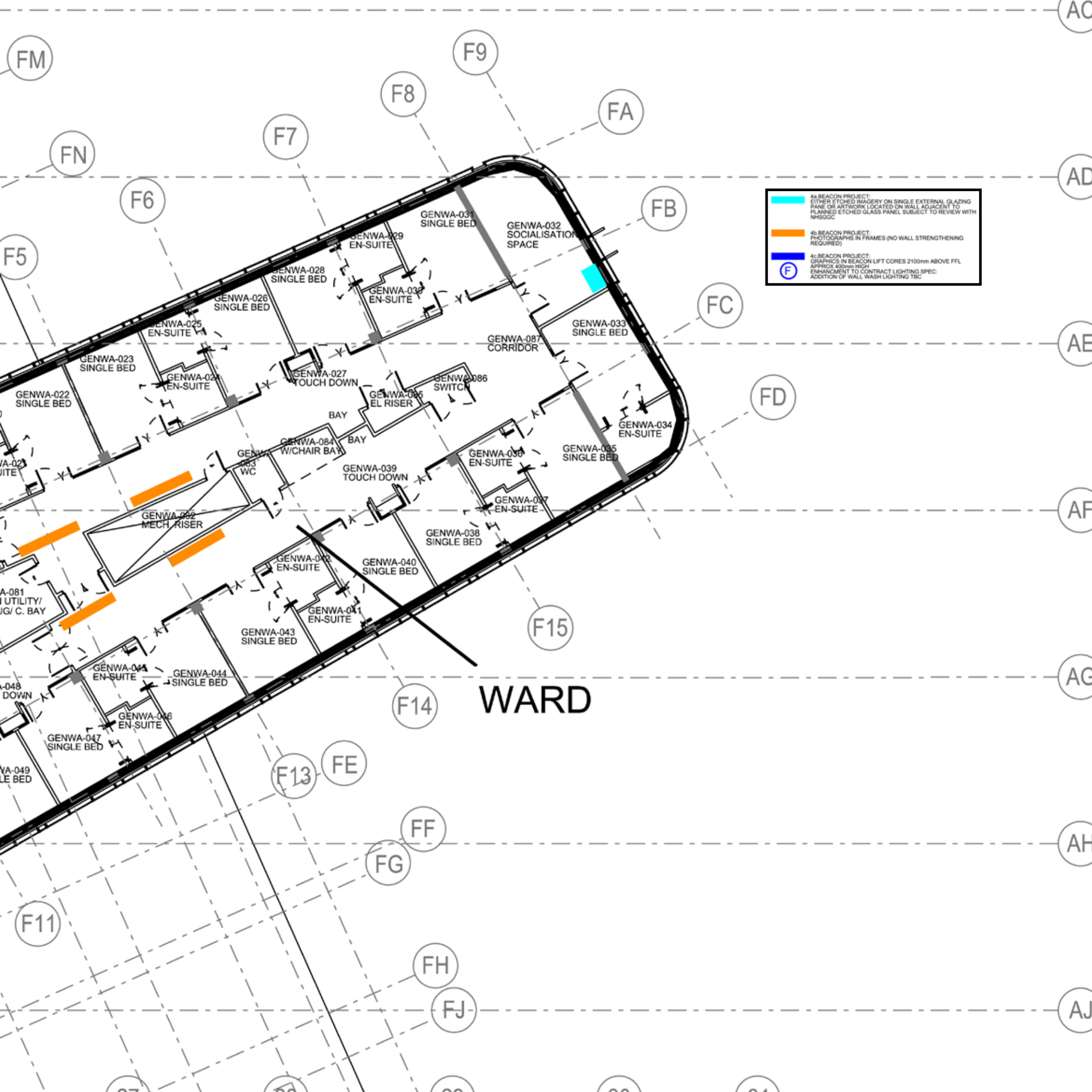
International Congress of Behavioural Medicine, Sweden: Uppsala.

Image top left: Heinrich & Palmer, Utopia, developed through Arts in Trust by Willis Newson, St Luke's Critical Care at Cheltenham General Hospital. Image: Heinrich and Palmer.

Image top right. James Aldridge, 'Twilight', 2004
Vinyl and Perspex, Various sizes. Site specific commission for Barts Breast Cancer Centre, London. Photo Phil Sayer 2005, courtesy of Vital Arts

Photo previous page courtesy Will Levi Marshall





Colours and Finishes

Involving staff to bring the landscape into the building



This programme element is a key collaboration between Ginkgo and Nightingales on the colours and finishes for the hospitals. The project will inform feature colours and finishes throughout the buildings.

The core of the project is centred on staff involvement in shaping their environment in both of the atrium spaces. Over a period of time staff will be given cameras and encouraged to record beautiful aspects of the Hospitals' landscape catchment. The resulting imagery will generate the colour palettes creating atmospheres appropriate to each atrium. Patterns from within the portfolio of staff imagery will inform flooring design and finishes in each atrium.

"Being involved in the scheme has developed much more than my appreciation of art, understanding of colour and the importance of good design. It has given me the opportunity to work as part of a project team, to learn from my team mates and to be involved in something exciting and different."

Christie Hospital, Manchester, NHS Foundation Trust, (2008), *Improving environments for care at end of life*, Kings Fund. (Adapted)

Project 2



- Enhances way-finding
- Shares common values with Beacon project in bringing therapeutic aspects of landscape into these key spaces
- Engages staff and strengthens ownership of the building
- Extends to influence overall approach to colours and finishes in buildings
- Enhancement enables commissioning of kites for Children's Hospital Atrium
- Surfaces and finishes must comply with DDA good practice. Colours must comply with RAL palette
- ER 4.3.5 and 7.17.4.d

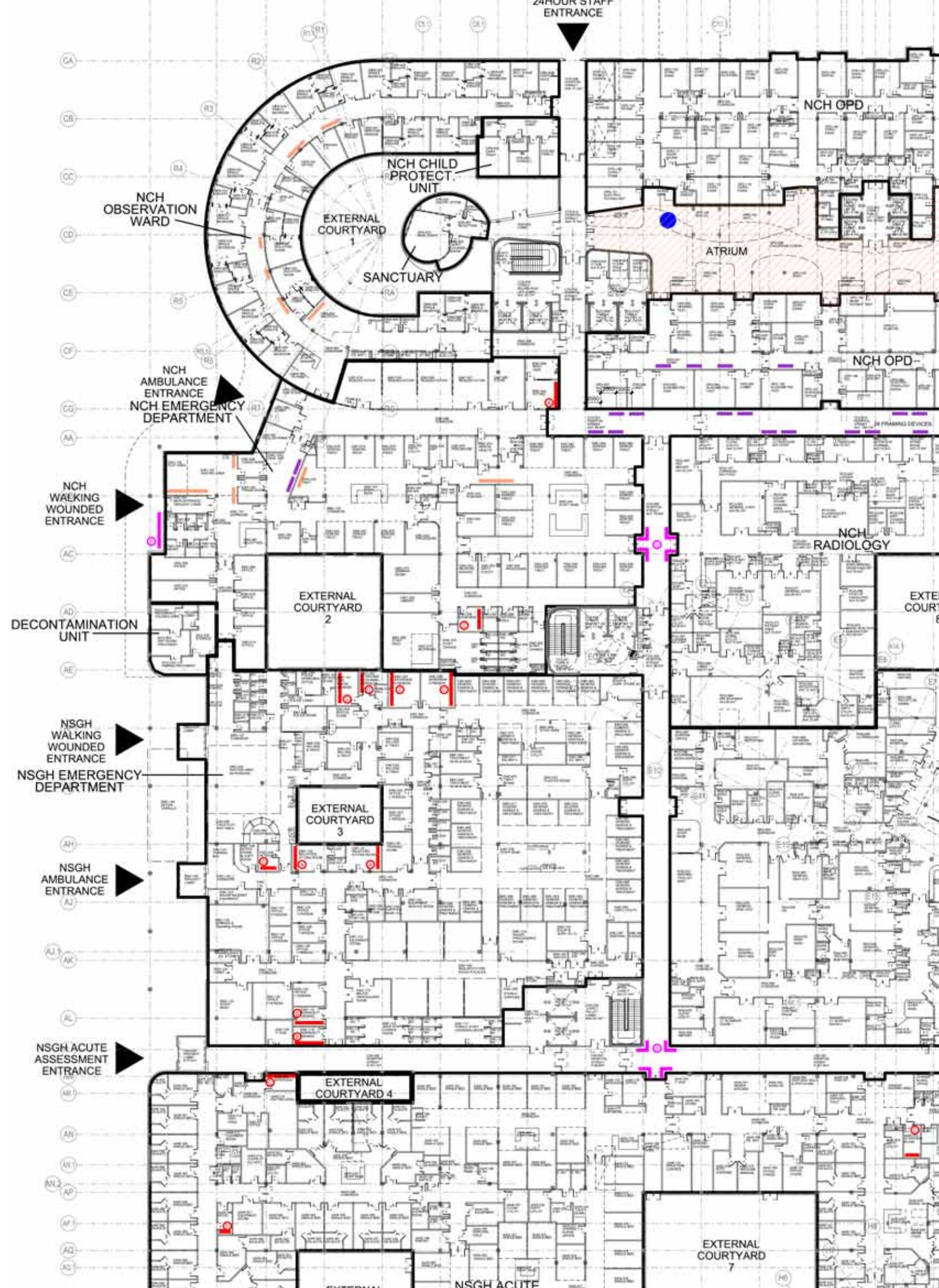


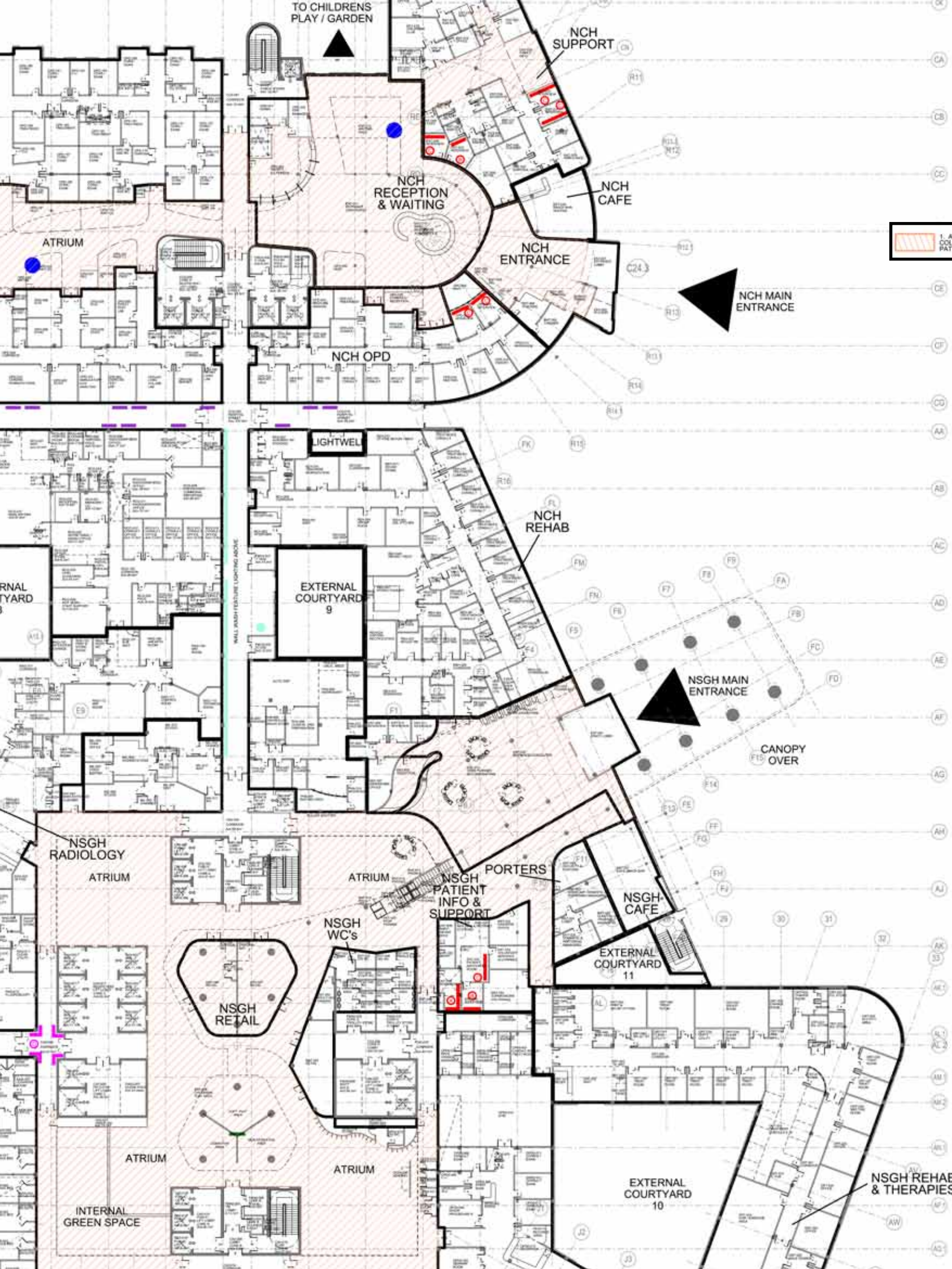
Evaluations of arts in health programmes at East Sussex Hospital Trust found that involvement in creative arts promoted a sense of value, well-being and social interaction among staff.

Previous page: Truro Health Park design by Will Levi Marshall Image: courtesy of the artist

Top left: NSGH atrium visualisation. Image courtesy of Nightingales Associates

Top right: Photo: courtesy of T. Luddon





Podium Landmarking

Providing memorable points in a busy and complex multi-use area



The primary purpose of this project is to enhance the existing functional way-finding strategy in the Podium which is a complex, busy and multi-use space at the heart of the Hospitals. The project takes two forms, feature walls and 15 high-level graphics. The graphics are located at a high level using uncluttered space and take advantage of clear sight lines. They are strategically located at key junctures creating a strong identity for journeys. The feature walls give identity to thresholds and destinations. One of the feature walls is located externally to differentiate the Children's Hospital Accident & Emergency entrance from the two adjacent Adult Hospital Accident & Emergency entrances. As well as the important land-marking role, this project will introduce visual richness to the architectural landscape. We envisage that a lead creative will involve other artists and designers to contribute diverse and distinctive artworks and designs. The

reach of this project can be extended to other walls and junctures with additional funding. Land-marking enhances the existing functional way-finding signage and colour strategy.

Podium Landmarking will focus on:

- 15 key junctures in corridors

- 6 key thresholds and destinations

Feature Walls can include texture and relief to provide multi-sensory dimension

Project 3



“Just to say how seeing the beautiful works on the way in sent me up to the ward in an optimistic mood each day, especially at a fraught time, with my daughter in the Royal Brompton for an operation.”

Parent, Royal Brompton Hospital

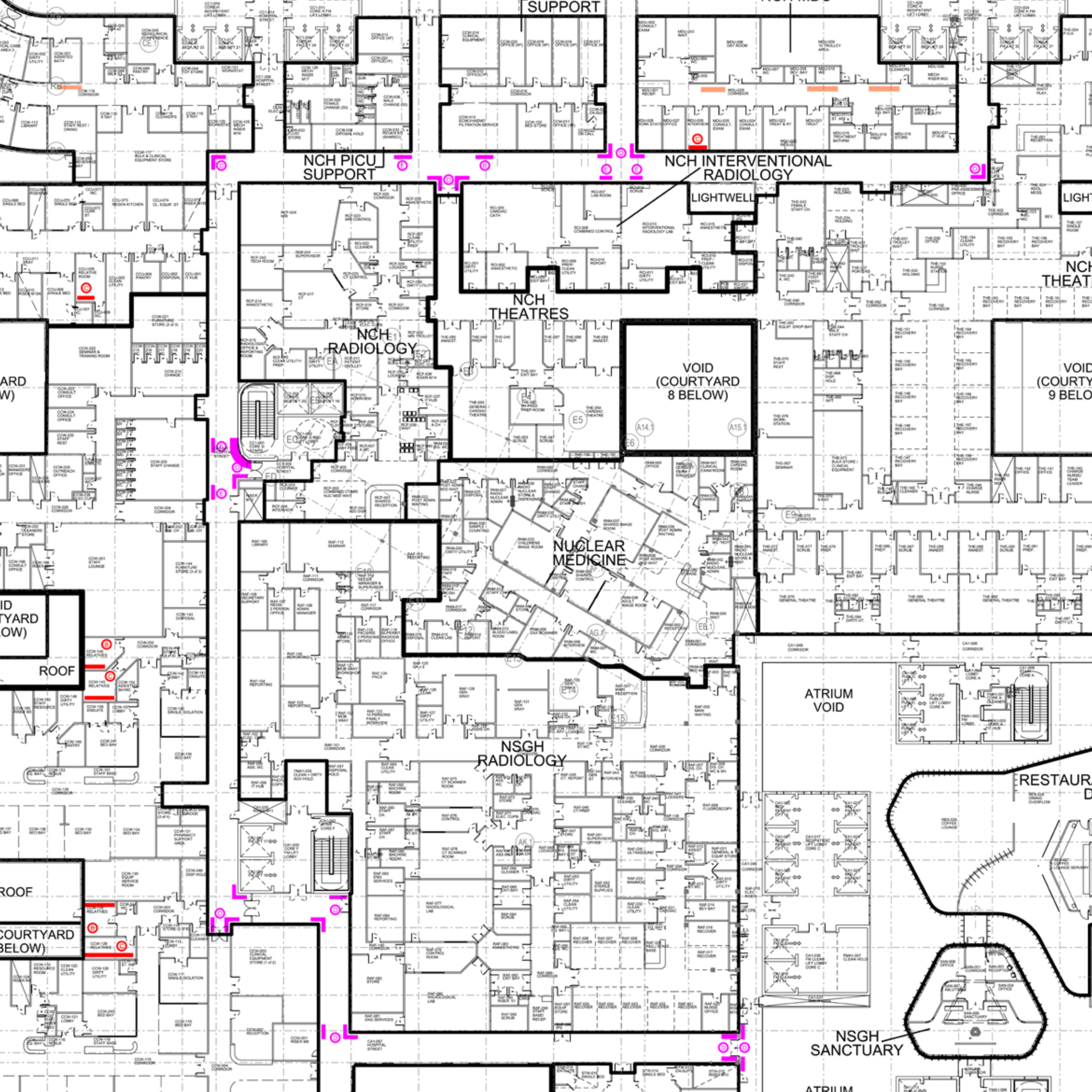
- Provides memorable points as patients move through the building
- Aesthetic quality within necessarily functional architecture
- Enhancement enables additional feature walls and development of Courtyards with artefacts from Clyde and Govan Ship-building.

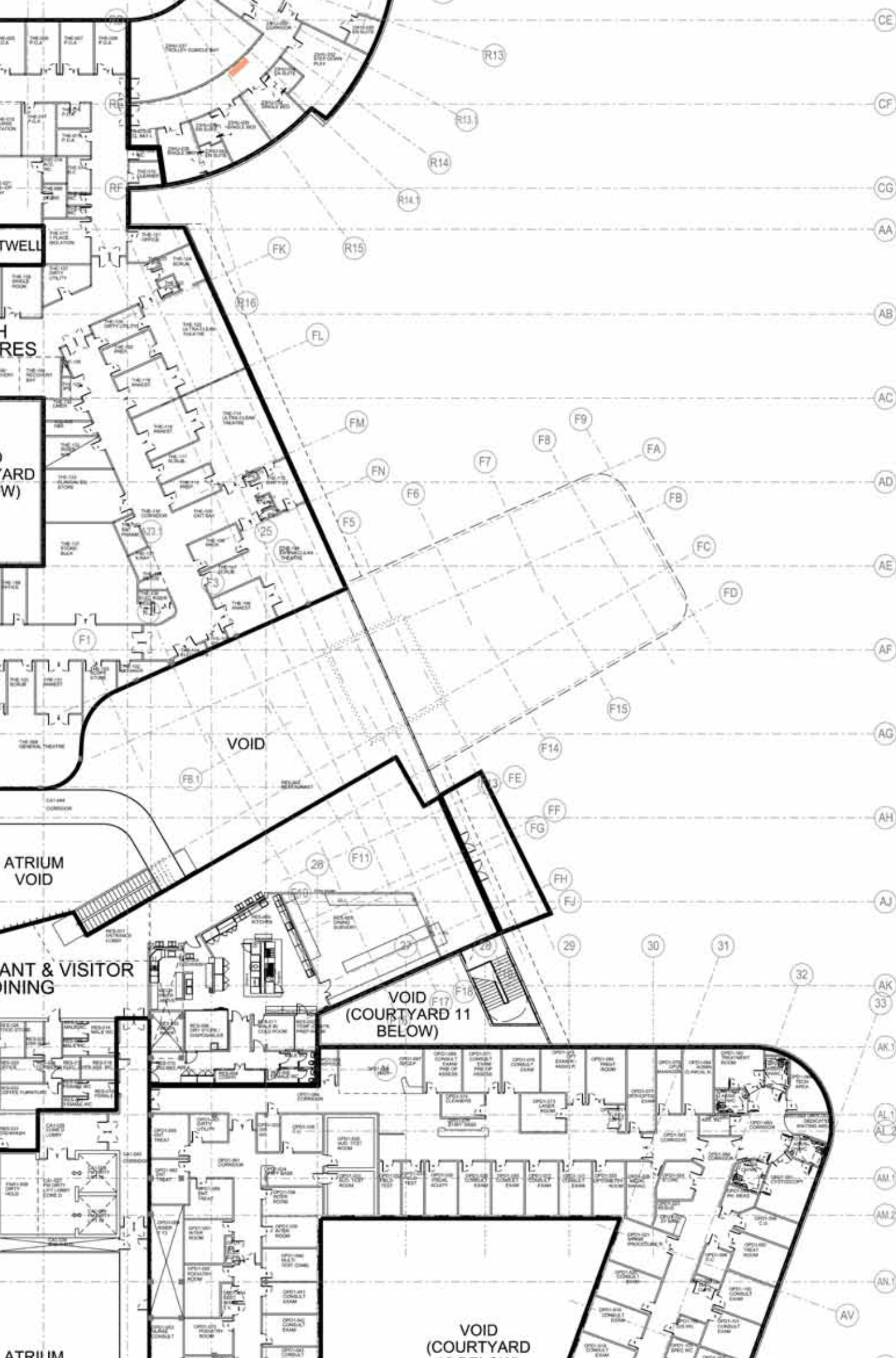
- ER 4.3.1 and 7.15.2

Previous page; Image. 'Leading the Way', commissioned by Willis Newson. 'How the Crow Flies' a photographic panorama by Heinrich and Palmer. Photo: Martin Avery

Top right: Image. Linda Schwab, Medical and Surgical Ward Entrance, Royal Aberdeen Children's Hospital. Photo: Mike Davidson, courtesy Royal Aberdeen Children's Hospital, the Archie Foundation and RACH Arts.

Top Left: Image: Kentish Town Health Centre. Architects, Allford Hall Monaghan Morris; Graphic Designer, Environmental Graphics: Studio Myerscough; photographer, Tim Soar.

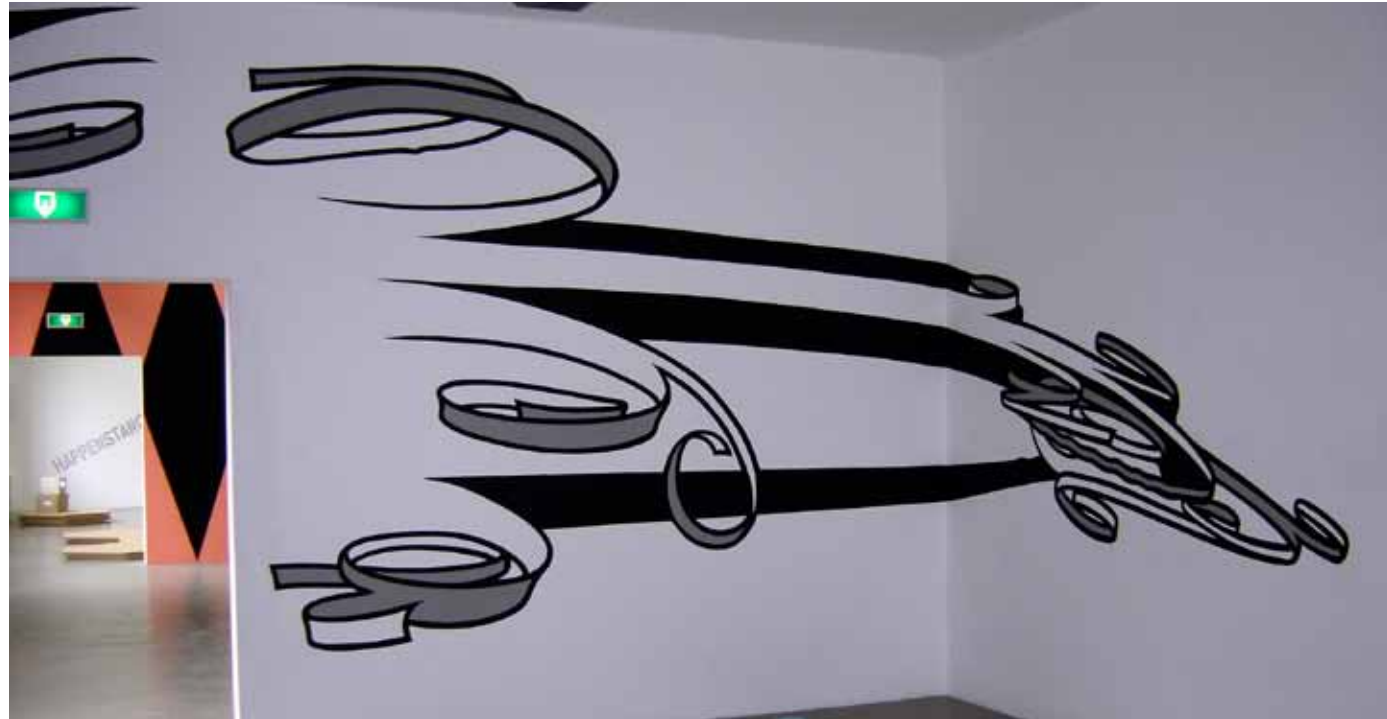




- D** 5. LANDMARKING IN PODIUM:
HIGH LEVEL PAINTED WALL MURALS 2100mm ABOVE FFL
APPROX 400mm HIGH
ENHANCEMENT TO CONTRACT LIGHTING SPEC:
ADDITION OF WALL WASH LIGHTING TBC
- E** 5. LANDMARKING IN PODIUM: LOCATIONS TBC WITH NHSGCC.
CURRENT LOCATIONS INDICATIVE ONLY
FLOOR TO CEILING WALL ART - WALL STRENGTHENING
REQUIRED

Graphics Project

Enabling children and young people to have an impact on the new hospital



Our experience of a number of Children's Hospitals has highlighted the importance of appropriately animating a range of spaces with colour, pattern and narrative. Staff make use of wall, floor and ceiling imagery as an informal way to engage and distract patients whether in treatment rooms, waiting areas or corridors. A number of creative practitioners-in-residence will work with patients and staff in RHSC to develop a range of imagery that will be implemented in the new Children's Hospital. For instance, the use of stencils provides design elements which can be configured and re-configured across large areas without losing interest. We envisage that some of the residencies will extend post-occupancy to enable staff and patients to continue to shape and enhance their environment. Each creative practitioner will work with children and young people to create an individual

range of designs which will be used to give identity to specific areas and ages. Fundamentally this project enables children to have a real impact on the environment of their new Hospital.

- Generation and implementation of portfolio of graphics and images
- 80 specific locations identified on plans
- Children's Hospital A&E, Critical Care, MDU, 23 Hour Unit, Acute Receiving, In-patient and DCFP wards.
- Extends to all treatment, consultation, anaesthetic rooms plus certain family, waiting, play, interview,/quiet, and bedrooms as well as corridors through the enhancement programme.

Image top left: Banksy, Flowerchucker2

Image above. Example of pattern based graphics by Tod Hanson

Project 4



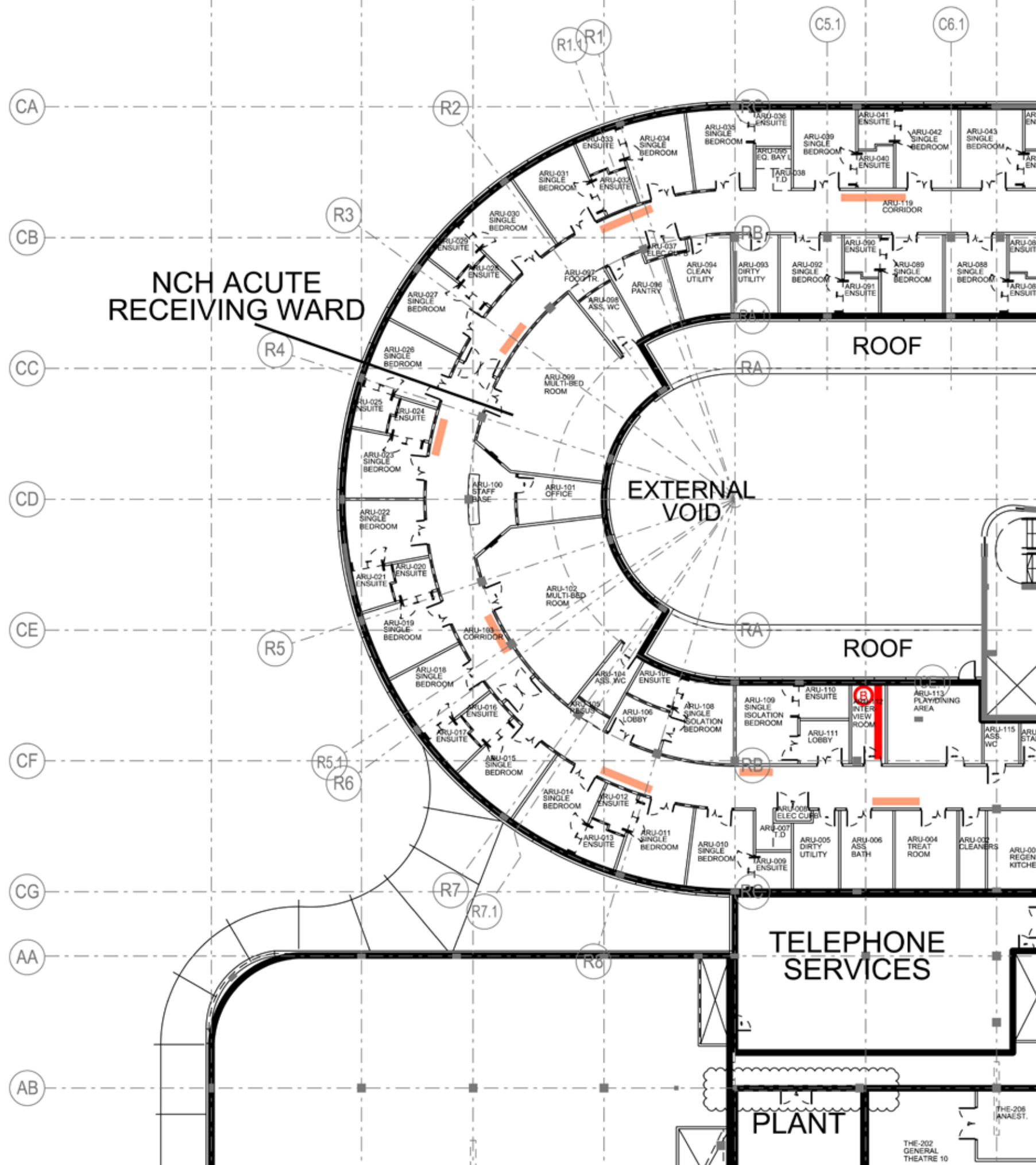
“For children in hospital art can be such a valuable tool for self expression. Many of our patients are unable to leave hospital or go out on visits, so to take part in a lively art session gives them such a tremendous boost.”

Rachael Miller, Art Coordinator for the hospital school, Great Ormond Street Children’s Hospital.



- High level of staff and patient participation and proven distraction therapy
- Creates highly adaptable and extendable design elements that can be implemented to animate key areas with no remedial works. Provides future proofing: stencils can be reapplied following redecoration or other works.
- Contributes to way-finding and the distinctive identity of areas
- Impacts on public areas in all Children’s Hospital wards. Proposed to link with Distraction, Well-being and Personalisation project as part of the enhancement programme
- ER 7.10.10

Image above: Peterborough Hospital artwork by Dan Savage, photography by Simon Warren. Courtesy Nightingales Associates
Image right: Susan T Grant, detail X-ray Treatment Room, Royal Aberdeen Children’s Hospital. Photo: Mike Davidson, courtesy Royal Aberdeen Children’s Hospital, the Archie Foundation and RACH Arts.



Dignified Spaces

Supporting important conversations between staff, patients, families and carers



Through discussion with staff from a number of areas, it is clear that the spaces in which they have to have important or difficult conversations with patients, families and carers are often inappropriate. These key human moments need a dignified environment. This project addresses those rooms usually called family, relatives, quiet or interview rooms, located throughout the hospitals. The strategy has prioritised these spaces for enhancement over the sanctuaries.

We will deliver a design that differentiates all of these spaces from the general clinical and administrative environment. Each of the rooms will receive careful consideration. Through the use of colour, lighting, furniture and finishes these room will be given an identity and dignity appropriate to their use. In key areas such as bereavement suites, at least one room will incorporate bespoke design, furniture and carefully selected artworks.

Dignified spaces:

Approximately 70 rooms located across Adult and Children's Hospitals in A&E, various departments and wards of which:

- 5 are upgraded to A standard
- 16 are upgraded to B standard
- 49 are developed to C standard

See plans for locations and technical schedule for specifications. Additional fund-raising will extend the scope and impact of this project.

Project 5



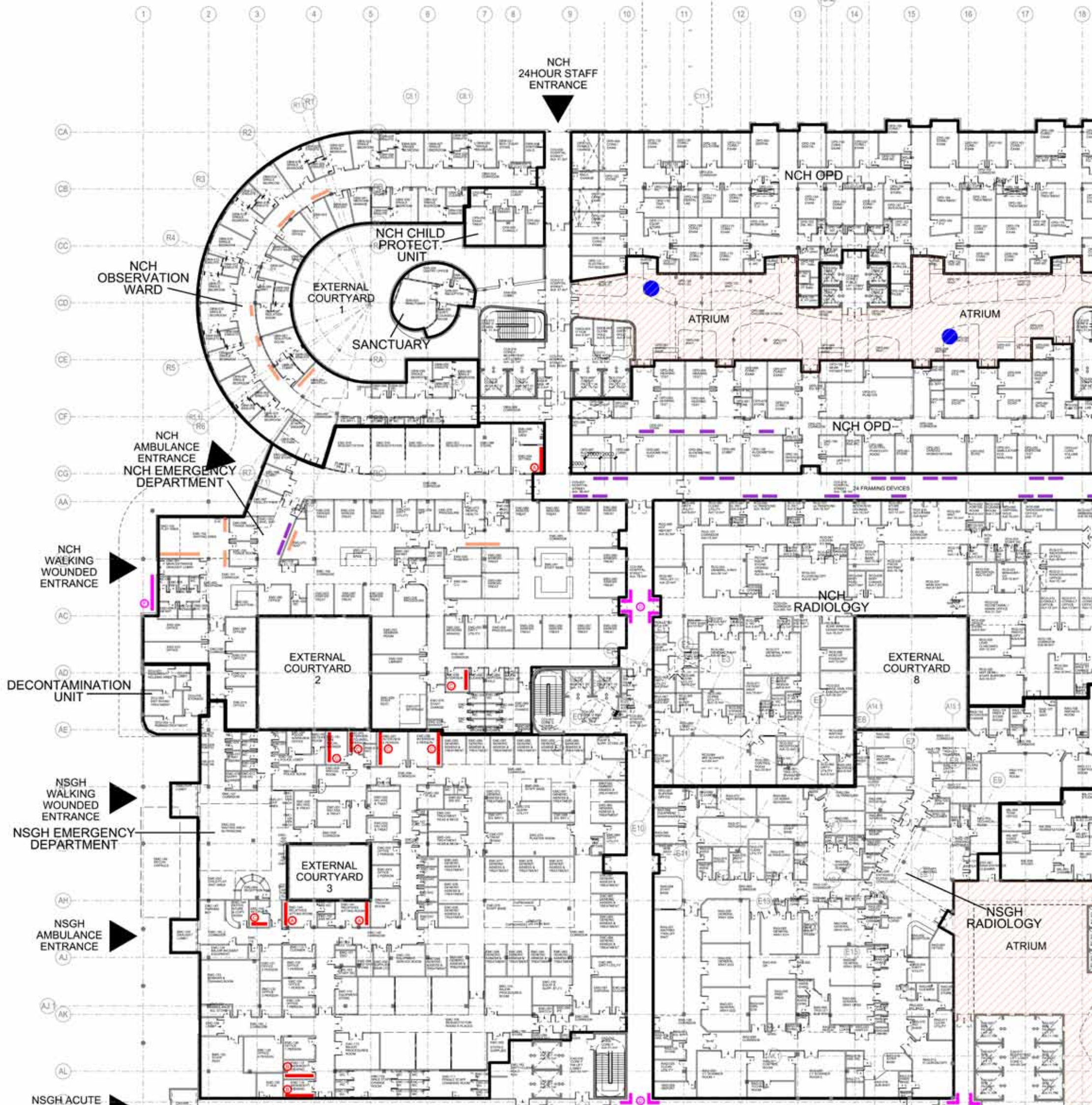
“For all patients, but particularly for children, care is not just about medicines and charts, but about being treated in as friendly, efficient and calm a way as we can. The environment plays an important part in helping us achieve this.”

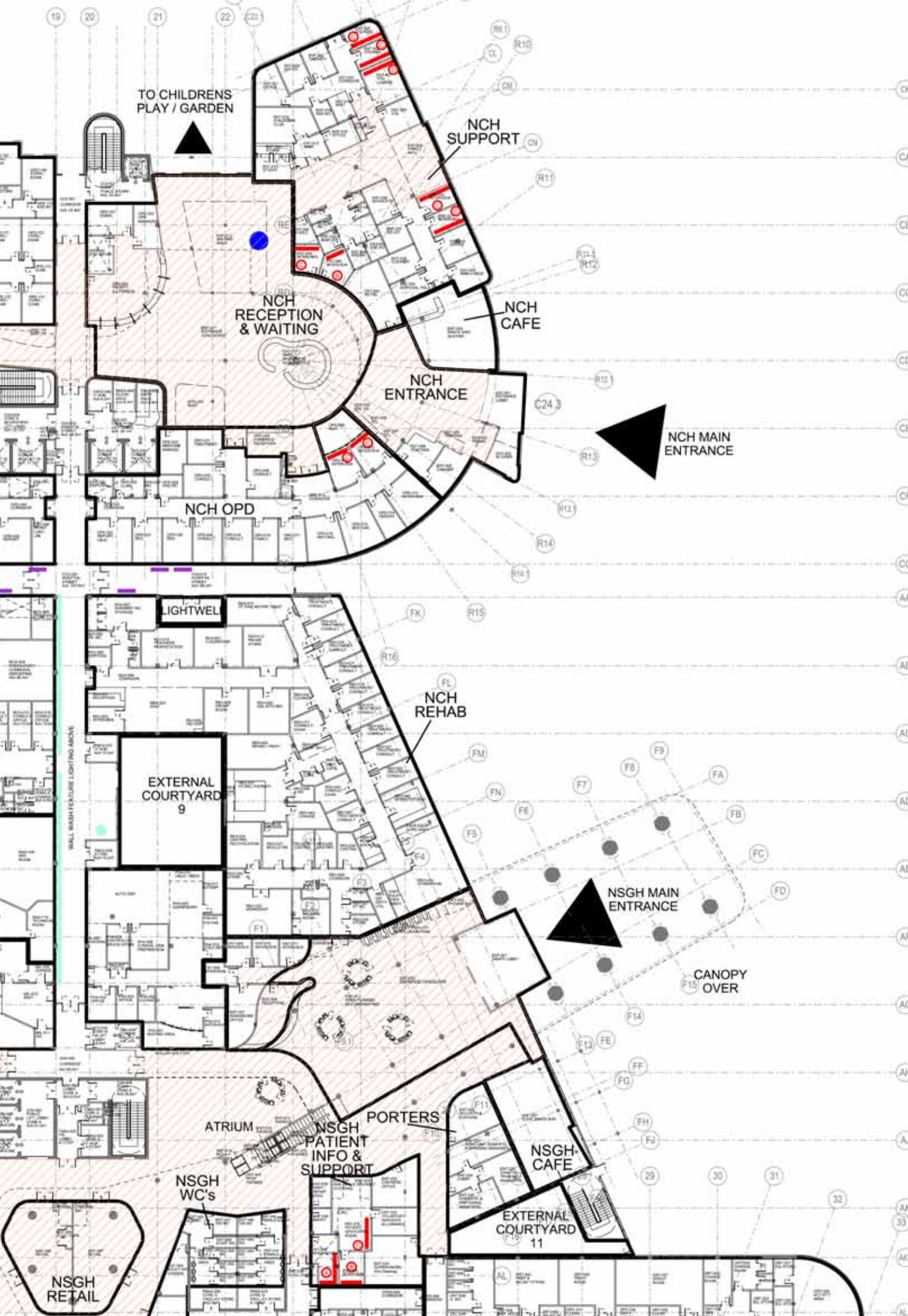
Dr Jane Collins, Chief Executive of Great Ormond Street Children’s Hospital

Previous page: Image. Contemplation Courtyard, Maggie’s Cancer Caring Centre, London.
Photo courtesy of Maggie’s Centres

Above: Image. ‘Skypad’ Teenage Cancer Unit, University Hospital of Wales, Cardiff.
Photo: courtesy of the Teenage Cancer Trust and ORMS

- Respects the individual
- Address the emotional dimension of the patient experience
- Supports staff in areas of high stress
- Adaptable and extendable with fund-raising
- Extends to support and influence NHSGGC selection of furniture
- ER 4.1.2 and 4.4.2





- (A)** 2a. QUIET RESPITE SPACES ACROSS HOSPITALS:
ENHANCEMENT TO CONTRACT FLOORING SPEC
INPUT TO CONTRACT LIGHTING SPEC (INDIRECT LIGHTING AT 3000K)
ENHANCEMENT TO CONTRACT LIGHTING SPEC - WALL WASHER LIGHT AND SPUR FOR STANDARD LAMP ADDED
ENHANCEMENT TO CONTRACT FURNITURE SPEC
WALL COLOURS CHOSEN
HAND PAINTED ARTWORK TO ONE WALL
ONE WALL STRENGTHENED FOR ADDITION OF ART WORK
- (B)** 2b. QUIET RESPITE SPACES ACROSS HOSPITALS:
ENHANCEMENT TO CONTRACT FLOORING SPEC
INPUT INTO CONTRACT LIGHTING SPEC (INDIRECT LIGHTING AT 3000K)
ENHANCEMENT TO CONTRACT LIGHTING SPEC (WALL WASHER ADDED)
ENHANCEMENT TO CONTRACT FURNITURE SPEC
WALL COLOURS CHOSEN
ONE ART WORK ADDED TO WALL (NO STRENGTHENING REQUIRED)
- (C)** 2c. QUIET RESPITE SPACES ACROSS HOSPITALS:
INPUT INTO CONTRACT FLOORING SPEC
INPUT INTO CONTRACT LIGHTING SPEC (INDIRECT LIGHTING AT 3000K)
INPUT TO CONTRACT WALL COLOUR CHOICE
(NO ENHANCEMENT TO SPEC)

100 Flowers

Addressing Waiting Areas, Corridors, Staff Rest Rooms and Quiet Rooms



Flowers are associated with hospitals. In line with our wider strategy to bring the landscape of the catchment area into the Hospital, the theme of flowers provides a means to do this in an intimate way. A wide range of creative practitioners from Glasgow and Scotland will be invited to donate an original artwork, of a uniform size, based on a flowering plant to be found in the landscape of the catchment. The originals will be framed and installed throughout the buildings, for example in waiting areas, corridors, staff rest rooms, and quiet rooms. Each drawing will be reproduced allowing high quality prints to be generated on demand. This will enable staff to populate other areas with images of their choosing from the portfolio. A book of the 100 images, developed in collaboration with a publisher, will both reciprocate the donations and achieve a wider circulation for the project. In the context of the scale of the building this project will provide an intense counterpoint.

- Original artworks are secured and installed through core budget
- Curatorship, reproduction and publication are subject to fund-raising
- Subject to fund-raising all artworks will be scanned and reproductions can be installed in additional locations identified by staff, post-occupancy

Project 6



"I am allowed to walk along the passage on this floor only and these paintings are the focus of my attentions each time... Thank you for giving me greater interest and hope for the future."

Patient, Taunton & Somerset Hospital

- Brings therapeutic aspects of the landscape into the building
- Enables ongoing staff choice in shaping their environment
- Introduces a domestic scale to the building
- Fund-raising enables extension of project to multiple additional areas

Previous page: Photo: courtesy of Gill Brown

Top left: Image. Member of staff looking at 'Filigree Leaves' by Marion Brandisw commissioned by Willis Newson for the new Bristol Heart Institute.
Photo: Paul Highnam

Top right: Image: William Crozier, HRHA, 'Torcello Bouquet' 2008.
Coloured aquatint, 38 x 48 cms. Courtesy of The Scottish Gallery, copyright the artist

Inside/Outside Shelter/Play

Focal points on key routes



Three shelters with seats are located at key points in the campus. Together with bicycle shelters and bus shelters, these structures will be developed with a common design language. Marking key junctions on pedestrian routes from car parks to main entrances, these shelters are pivotal to external way-finding.

The shelter over the swale is midway between the main car parks and the entrance to the adult hospital.

The shelter located in the Orchard links the historical buildings with the new hospital.

The shelter in the Children's park performs multiple functions in the play environment.

Three pods (or dens) located at different points along the atrium of the children's hospital contribute to the play facilities in the space. They create landmarks in the space.

This project could be undertaken by one team selected through a national design competition..

- Three shelters outdoors
- Three play pods/dens in atrium of Children's Hospital (specific locations may be subject to review)

Project 7



‘The study found substantial evidence to support the link between natural settings and short-term psychological restoration, in adults and young people, with and without mental health problems. Across the spectrum, irrespective of age or health status, a series of studies found that mood significantly improved after activity in a natural setting.’

Jenny Roe, (2008) The Restorative Power of Natural and Built Environments, Heriott-Watt University School of Built Environment

Previous page: Image. Krijn de Koning, 'Diaconessenhuis', Leiden. Photo: Gert Jan van Rooij, courtesy of SKOR

Top left: Image courtesy of Gillespies LLP

Top right: Image right. Susie Hunter, Pods, Commissioned by PACE for the Community School of Auchterarder, 2003. Image courtesy of the artist and Public Art Commissions & Exhibitions, Edinburgh



- Located at key points on pedestrian routes to support way-finding through landmarking.
- Detailed design will consider safety, cleanliness and maintenance.
- Play pods/dens age appropriate and needs appropriate for 2-12 (provision for teenagers exists elsewhere).
- Fund-raising enables higher quality materials and lighting in external shelters and development of orchard with local groups
- ER 7.15.5

●

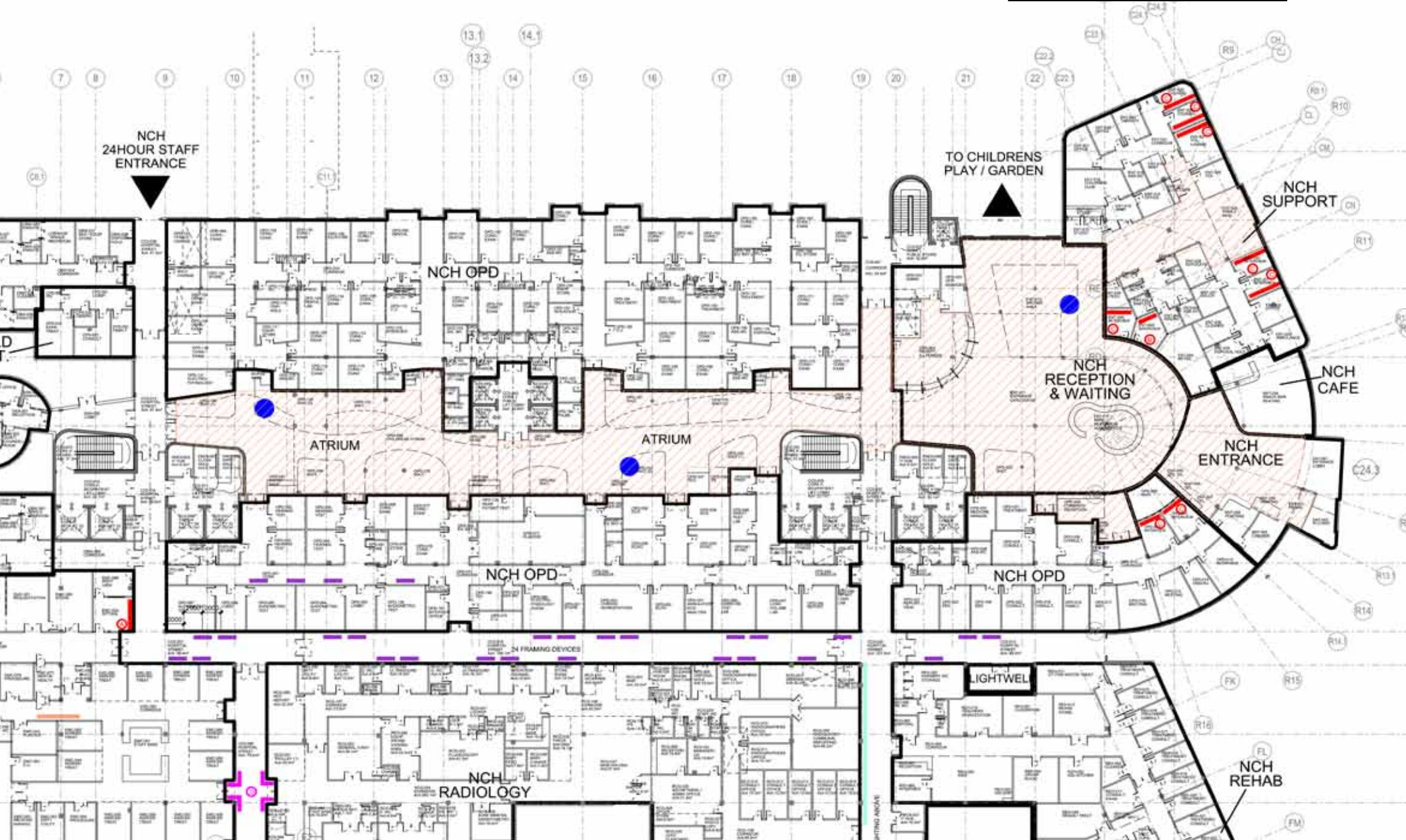
3 INTERNAL SHELTERS - PLAY PODS/DENS REQUIRE POWER AND SPUR FOR LIGHTING. LIGHTING SHOULD BE CONTROLLED REMOTELY AT RECEPTION DESK

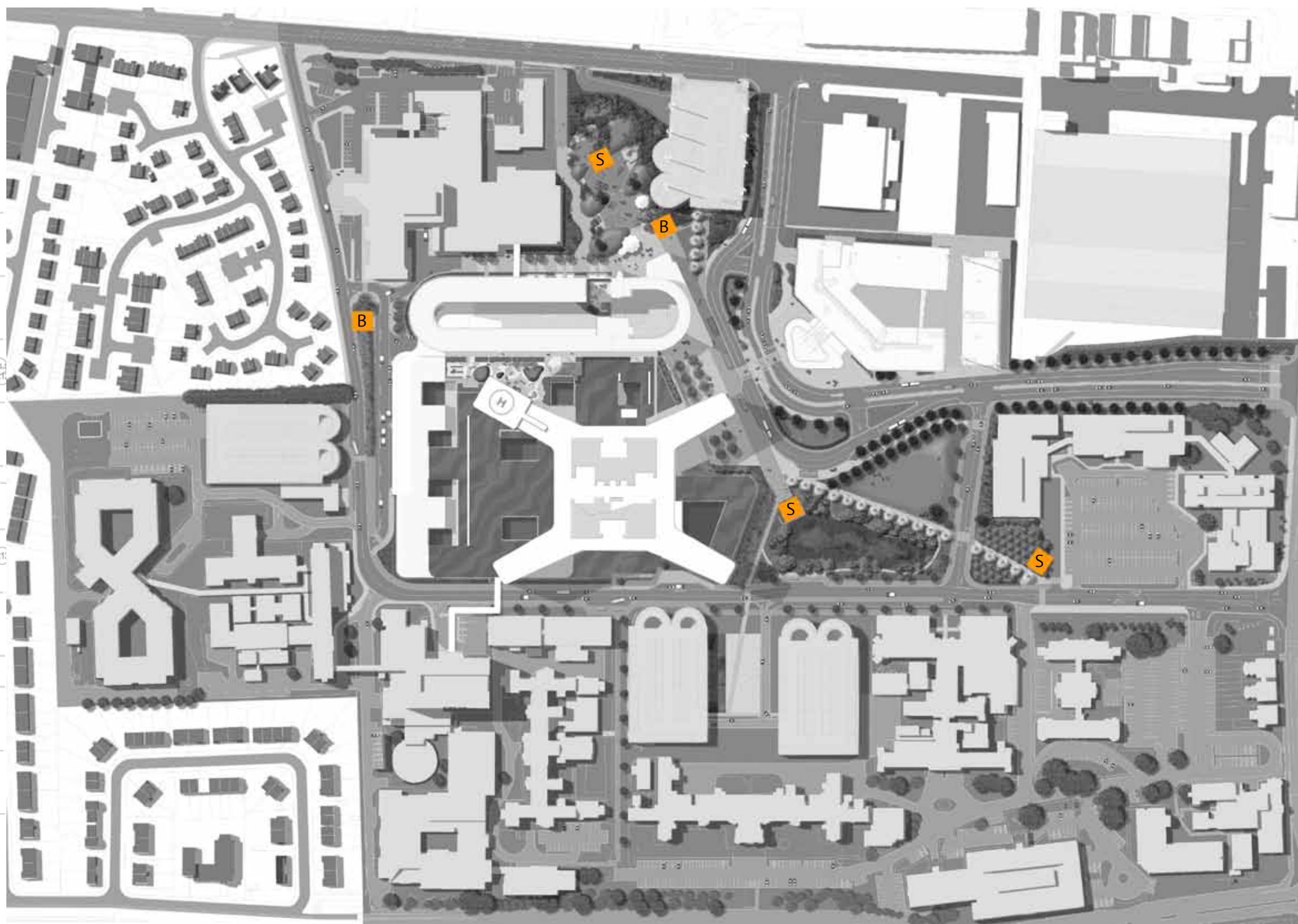
S

EXTERNAL SHELTER (SEATING)

B

EXTERNAL SHELTER (BICYCLE)





On-going Programming

Enabling participation and connecting with the cultural life of the city



This project links the Hospitals with the cultural life of the City through three dynamic programmable spaces: a flexible exhibition space, a framing strategy for children's art and a public performance space. The exhibition space, situated on the arterial corridor between the two atriums, is designed to accommodate a diverse programme, such as staff photography, touring exhibitions, healthcare educational work and sculpture in the adjacent courtyard. The second strand of the programmable spaces is a series of fixed frames, located both on wards and units in the Children's Hospital as well as on the axial corridor extending the length of that building. Acknowledging our research done at RHSC and the work of play specialists, these fixed frames give status and dignity to the display of children's art. Within the Adult Hospital Atrium a space has been identified for performance, providing a location for music, dance and drama.

- Temporary exhibition space and outdoor space for sculpture
- Framing devices for children's art
- Performance space in adult hospital atrium

Project 8

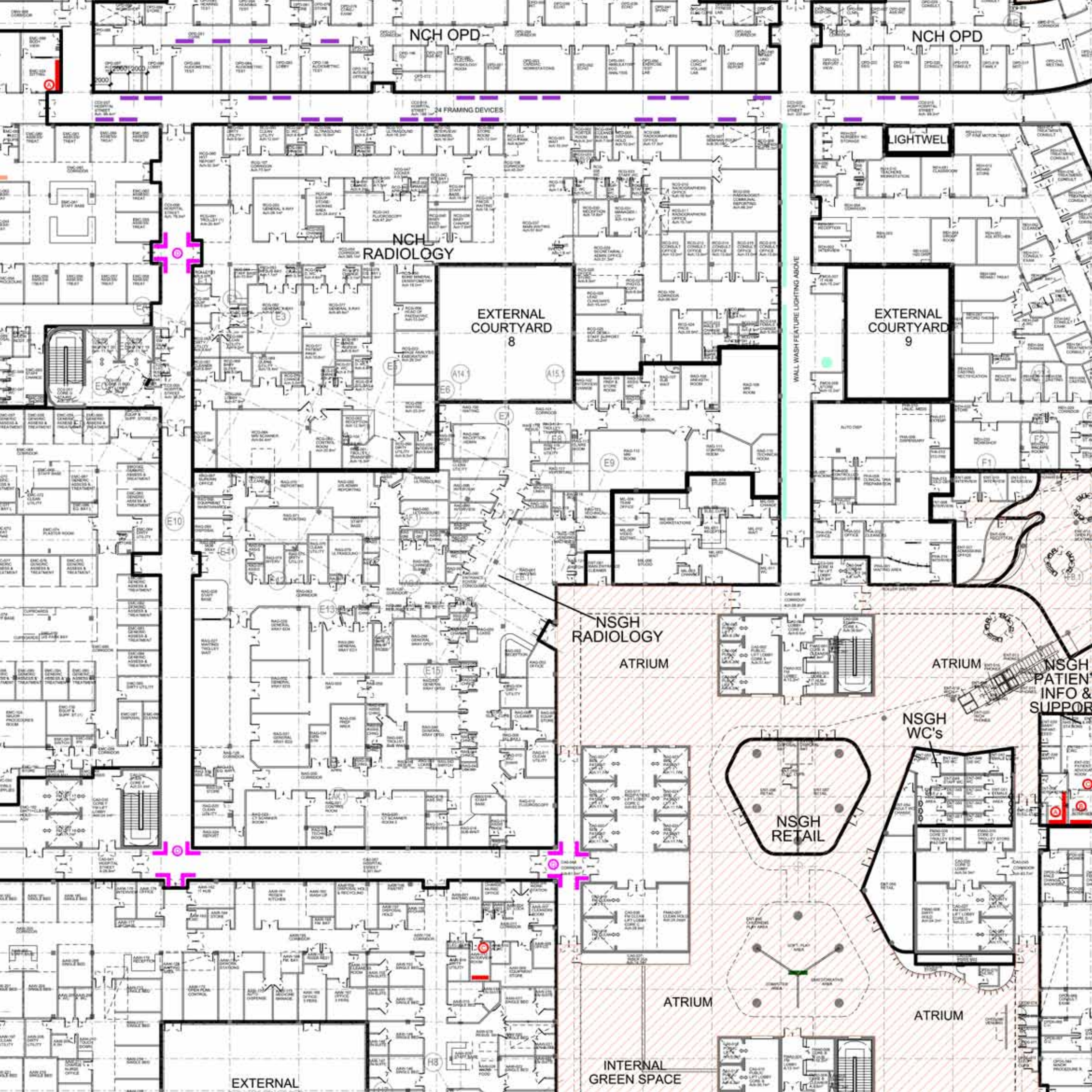


‘Artwork by children should be prominently and well displayed. This includes work created by children in hospital and by children linked to the hospital. “Children talked of the possibility of getting other children to know the hospital through collaborative projects”. ‘

Building the Best, Derbyshire Children’s Hospital Workshops’, 2009

Previous page: Image. Courtesy of Music in Hospitals Scotland.
Reproduced by kind permission of TOTAL E & P UK
Top left: Image. Art in corridor Gloucestershire Royal Arts in Trust
Top right: Image: Patient gallery, South Brisbane Children’s Hospital, Queensland, Australia.

- Linking hospitals with cultural life of the city
- Allows a changing programme creating ongoing interest
- Significantly enhances two principle corridor spaces as well as other areas
- Promotes participation by patients and staff
- During Stage 3 a pilot programme will be developed. This will be subject to NHSGGC fund-raising
- ER 7.17.4.c



The image features a dense forest with tall, slender trees and a thick canopy of green leaves. Sunlight filters through the foliage, creating a dappled light effect. A solid green rectangular overlay covers the right half of the image, serving as a background for the text.

Enhancement Programme

“Corridors and waiting areas are some of the most stressful places in hospitals. Positive distractions are key to the patient journey”.

Dr Janet Gardner, Royal Hospital for Sick Children, Glasgow

Distraction, Wellbeing and Personalisation

Children's Hospital comprehensive strategy



A major opportunity exists to provide a programme of varying distraction initiatives for the Children's Hospital.

Many things have changed since the Royal Hospital for Sick Children first opened its doors in 1882, but one thing has stayed true – RHSC has always had a vision for the care and treatment of children and young people. It has always looked forward and always embraced technological, clinical and nursing advances.

RHSC was quick to adopt family-centred care, understanding the key role that parents and carers play in the care and recovery of young patients and has led the way in promoting emotional care and support through play, hospital school and activities for teenagers. Getting better is not just about the expert medical and nursing care – it is also about feeling comforted, respected and

supported. Young patients know this too. Their vision for the new children's hospital is: *"We want a new children's hospital that is safe, makes us feel better and where staff like working. It should be accessible, where you can be together with others your own age, be the best in the world and be a hospital that everyone is proud of."*

This forward looking vision has enabled RHSC to grow from humble beginnings to the largest children's hospital in Scotland and one of the principal paediatric centres in the United Kingdom. The care now offered extends from sprained ankles and sore throats to complex surgery and cancer care. Specialist services are accessed by children from across the West of Scotland and beyond, with RHSC being the sole Scottish provider of a number of highly specialised services such as cardiac surgery and kidney and bone marrow transplants.

Previous spread. Photo courtesy of William Spurway

Project 9



World-wide research has shown the effectiveness of innovative approaches to distraction, well-being and personalisation. Effective distraction can impact on perceived pain, fear and distress and can reduce the need for medication for pain and sedation, shorten treatment times and reduce patient and staff stress. Approaches to well-being, including enabling children and young people to personalise the environments, as well as ambient factors such as day-light and access to nature, impact on the experience of visiting or staying in hospital.

This major programme for the Children's Hospital takes these approaches to a new level, but is dependent on partnership working with Yorkhill Children's Foundation. The ambition and

scope of this project requires a separate fund-raising strategy beyond core budgets.

The programme has been developed in partnership between representatives of patients, families and carers and the NHSGGC clinical and non-clinical healthcare staff, with advice from the design team (Nightingales and Ginkgo).

Key approaches to distraction and well-being focus on the full range of senses including sight, sound, touch, taste and smell.

Distractions can be passive, active or interactive. The balance between calm and stimulating environments is critical to the

Previous page: Image. Integrated art works for the new Bristol Heart Institute commissioned by Willis Newson. Bed lift interior showing ceiling panels from 'The Light Behind' by Marion Brandis. Photo: Paul Highnam

Top left: Image. Sky Ceiling, supplied by Sky Inside UK

Top right: Image. Sky Ceiling, ITU, Aberdeen Royal Infirmary, co designed by Modul8 and the staff from ITU, supplied by Sky Inside UK.

successful implementation of this programme. Successful examples focus on the whole environment.

Creative input will focus on the development of environments which provide stimulation or calm, engaging the range of senses through ambient, active or interactive approaches.

Creative input could, for instance, produce films and animations that have the same duration as specific procedures. These can be projected on walls and ceilings as required. The use of films and animations in Imaging Suites has already been demonstrated in RHSC.

Creative and participatory work involving young people can develop imagery, such as underwater scenes, desert islands, or distant planets, which transform clinical rooms into playful and imaginative spaces, around which staff with patients can weave narratives. Guided imaging is a documented approach to distraction.

These approaches build on successful and existing staff-generated projects working with creative practitioners, such as in Radiology at RHSC.

During the consultation workshop the priority for distraction technologies was treatment rooms, with imaging suites (X-Ray, MRI, CT, etc.) and waiting areas also being highlighted. The consultation workshop prioritised the use of well-being technologies in long stay wards and single rooms, as well as waiting areas. The priority for ways to personalise spaces focused on long stay single rooms and wards.

“The children live with episodes of potentially life-threatening illnesses. Whether it is painting, watching puppet theatre, or learning an instrument, we are distracting them, giving them some normality and providing them with hope. The opportunity to take part in something creative can offer optimism, a welcome break in a life preoccupied with blood tests and the knowledge that their existence can never be as carefree as that of their friends.”

Carol Jennings, the renal transplant coordinator Great Ormond Street Hospital, Daily Telegraph, 22 September 2008

- Evidence based and proven therapies
- Already demonstrated at RHSC and elsewhere
- Actively addresses a range of patient ages
- Creative and design input enhances functionality and impact
- Rooms become environments that distract from often traumatic treatments
- Innovative technologies are implemented to maximum effect

Specific approaches to distraction, well-being and personalisation

Approach	Priority locations	Impact
‘Sky ceiling’ (static image)	Long stay single rooms, multi-bed rooms, key corridors, certain treatment rooms	Distraction and well-being
‘Sky ceiling’ (moving image)	Parent’s sitting room	Distraction and well-being
Wall mounted ‘digital windows’	Internal long stay rooms with no views/natural light	Distraction and well-being
Projected moving images for distraction	All treatment/consultation rooms imaging rooms: ultrasound, x-ray anaesthetic rooms	Distraction
Multisensory suites	Assisted bathrooms, hydrotherapy pool	Distraction
Portable multisensory units	Selected waiting rooms	Distraction
Biodynamic ambient light	Certain rooms without daylight	Well-being
Magnetic whiteboard wall covering	Long stay single bedrooms and multi-bed rooms	Personalisation
Ambient environments including moving image visible from within scanner, sound, etc.	Imaging Suites (MRI, CT, etc)	Distraction
Smell activation unit	Baby sleep room and certain other treatment rooms	Distraction and well-being
Wall imagery (vinyl, stencil, painted, framed artworks, glazing film)	All treatment, consultation, anaesthetic rooms plus certain family, waiting, play, interview,/quiet, and bedrooms as well as corridors	Distraction
Acoustic ceiling tiles to dampen sound	Critical care	Distraction and well-being
Dimmer switches	Baby sleep room and certain bedrooms	Well-being
Bubble tubes	Some family rooms and baby sleep room	Distraction
Simple sound system	Baby sleep room, some treatment rooms	Distraction
Play ‘fingerbox’	Children’s waiting areas and playrooms	Distraction

Ribbon of Light

Enhancing the Pedestrian Experience on Key Routes



This project develops key pathways within the landscape by enhancing seating, lighting and incorporating artworks. For instance, a series of illuminated linear forms might run along both edges of paths set at seating height and using existing robust LED technology, to create ribbons of light. A primary consideration, in line with consultation, is to expand the existing lighting strategy. Routes need to feel safe and accessible at all times of day and night.

Paths should form a wellbeing trail that runs through the campus. It is suggested that text, relating to distance and travelling, should be incorporated in these sculptural interventions, punctuating and giving context to journeys travelled.



Paths to be enhanced by a Ribbon of Light

Project 10



Previous page left: Image courtesy of Peter Buwert

Previous page right: Image. Christine Borland, 'To be Set and Sown', Glasgow. Developed by Ginkgo Projects for University of Glasgow.

Above: Gloucester Docks Image. Courtesy of Gillespies

- Enhances way-finding
- Significantly increases visibility after dark on a key pedestrian route
- Provides informal respite and points of thought on pathway
- Integrates with landscape masterplan and meaningfully engages with wellbeing trail

Children's Park, Roof Garden and Roof Terrace

Spaces for play and recreation



There are three key external play areas associated with the children's hospital:

Children's Park

The children's park is a large space on the west side of the hospitals and is also overlooked by the neonatal unit of the maternity hospital. It is easily accessed from the children's hospital A&E as well as being visible from the main entrances.

Roof Garden

The roof garden is accessed from the children's hospital wards, and is a secure and enclosed space. It provides a range of spaces including quieter seating areas as well as play equipment. Beds

can be rolled out into the roof garden and there are canopied areas to provide shelter from weather.

DCFP Roof Terrace

The roof terrace on the top floor provides an outdoor space for the secure psychiatric ward on the top floor of the hospital. This safe space provides an outdoor space for children and young people who otherwise might remain indoors for extended periods.

The ambition for all of these environments is to have the highest quality play equipment accessible to the widest range of children using the hospital as well as planting, seating, surfaces and lighting., through enhanced funding the quality and quantity of elements can be comprehensively enhanced.

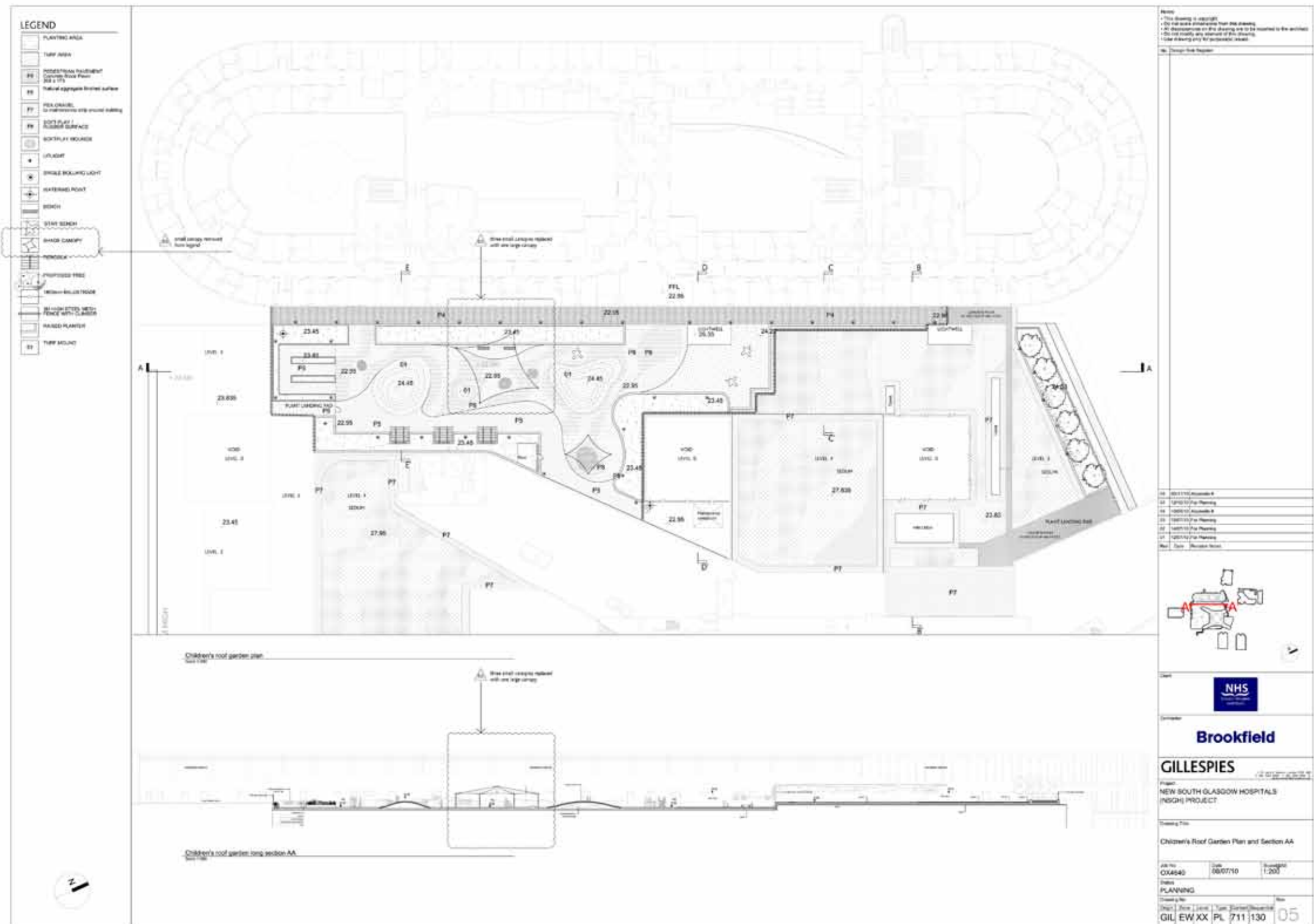
Project 11



images courtesy of Gillespies

- Play facilities suitable for the full range of ages using the hospital;
- Meeting the widest range of needs and abilities;
- Roof garden and terrace are secure and safe spaces directly accessible from wards;
- Links to hospital school programmes

Current provision



Potential provision



Sanctuaries



Following guidance from the Scottish Government, NHSGGC has developed a policy to guide the provision of spiritual care spaces within healthcare settings.

These spaces are required to be non-denominational and serve the needs of people of all faiths and none.

The development of the Sanctuary within the New Royal Infirmary of Edinburgh, undertaken by Donald Urquhart working with Ginkgo Projects has become a benchmark for these spaces. Underpinned by two years of research and consultation with 24 different faith groups, it won the Best Building for Public Use at the Scottish Design Awards in 2005.



NHSGGC has worked with creative practitioners on a number of projects to develop sanctuary spaces including within the New Stobhill (Urquhart) and New Victoria hospitals (Heeps).

The Therapeutic Design and Arts Strategy has prioritised quiet and interview rooms as a result of consultation and analysis, but the Sanctuaries will have a significant role within the day to day life of NSGH.

Projects will be developed in line with the Spiritual Care Strategy and with input from the Spiritual Care Team, to provide a coherent approach across the campus working in conjunction with the Labs project.

Above left.: Sanctuary at New Stobhill Hospital designed by Donald Urquhart with text by Thomas A Clark. Image courtesy of Thomas A Clark.
Above right.: Sanctuary at Edinburgh Royal Infirmary designed by Donald Urquhart. Chris Helsen for Ginkgo.

Project 12



There are three sanctuaries within the NSGH campus:

- in the atrium of the Adult Hospital;
- in the atrium of the Children's Hospital;
- forming part of the mortuary in the Labs Building.

Creative input into these spaces can take the form of:

- selection of colours and finishes for walls and flooring;
- lighting including the commissioning of bespoke fixtures;
- specification of other fixtures and commissioning of bespoke furniture;
- location of artefacts identified through donations policy;
- and the commissioning of artworks.

Above.: Sanctuary at New Victoria Hospital designed by Ronnie Heeps.
Image courtesy of Luigi di Pasquale.



Programme Delivery

“We wanted the art to be more than mere decoration and to involve a meaningful collaboration between the artists, the architects and the community.

At our most ambitious, we hoped the example of the West Wing would encourage staff and patients to demand more of future healthcare surroundings.”

Moira Sinclair, ‘West Wing, Making Art and Architecture Work for Health’, Barts and the London NHS Trust, 2005

Core Programme Summary

	Project	Location	Benefits
1	Beacon Project , drawing the wider landscape into the building	AAH	Way-finding
2	Colours and finishes , involving staff in shaping the building	AAH and CH	Participation
3	Podium Landmarking , creating recognisable and distinct points on journeys	AAH and CH	Way-finding
4	Graphics Project , developing imagery for wards and departments	CH	Participation
5	Dignified Spaces in which patients and staff have important conversations	AAH and CH	Healing Environment
6	100 Flowers involves 100 creative practitioners contributing to the new hospitals	AAH and CH	Healing Environment
7	Inside/Outside Shelter/Play creates landmarks at key junctions on pedestrian routes	AAH and CH	Healing Environment
8	Ongoing Programming infrastructure enables future performances and exhibitions and for children’s art to have equal status.	AAH and CH	Participation

Previous spread. Photo courtesy of William Spurway

Enhancement Programme Summary

Enhancement	Location	Benefits
1 Beacon Project is extended as part of On-going Programming	AAH	Wider audience experiences key commission
2 The Colours and Finishes project is extended by commissioning ‘kites’ for the children’s hospital atrium	CH	Colourful and visually interesting feature added to key space
3 The Podium Landmarking project is extended with more feature walls at key thresholds and waiting areas Courtyards are developed with artefacts from Clyde and Govan ship-building heritage	CH and AAH	Departments gain stronger identities within complex, busy and multi-use space Courtyards provide visual interest for patients and visitors waiting
4 The Graphics Project connects with the Distraction Project element ‘Wall Imagery’ (see p100-103)	CH	Creative approaches to distraction are implemented in priority rooms
5 Dignified Spaces extends to enhance additional quiet and respite spaces across the hospitals It also extends to influence selection of furniture across hospitals	CH and AAH	Patient and staff dignity is promoted through enhancement of key rooms Furniture is selected to contribute to overall healing environment
6 100 Flowers is extended through reproduction allowing artworks to be installed in multiple locations	CH and AAH	Key theme supported by staff is extended to enhance more waiting areas, corridors and rooms
7 Inside / Outside Shelter / Play is extended to provide enhanced spaces for patients, visitors and staff The Orchard is developed as a meeting point for the hospital and the community	Campus	Shelters are higher quality materials and incorporate lighting. Orchard is developed in partnership with local group.
8 On-going Programming is delivered across visual, applied and performing arts	CH and AAH	Post occupancy programming responds to the operational life of the hospitals creating new artworks with patients and connects with cultural community
9 An ambitious programme of distraction, wellbeing and personalisation supports patients, families, carers and staff	CH	Distraction, well-being and personalisation reduce need for medication, stress and anxiety
10 A Ribbon of Light enhances the pedestrian experience on a key route	Campus	Way-finding is enhanced, patient stress and anxiety is reduced
11 Children’s park, roof garden and roof terrace are developed with enhanced play equipment, planting, seating and lighting	CH and Campus	High quality external spaces provide for outdoor experiences and activities
12 The Sanctuaries are important spaces meeting the spiritual needs of a range of communities and users of the hospitals	AAH, CH and Labs	Spaces are enhanced through bespoke furniture, lighting, fixtures and finishes as well as artworks

Programme Prioritisation

Overall priority has been given to projects based on the following criteria:

1. Way-finding

2. Healing Environment

3. Participation

NHSGGC has also identified the following additional criteria for prioritisation:

- Improvement in service and care
Flexibility required for different users
Alternatives of choice e.g. long term or single rooms
- Location and function of space
Levels of patient stress
Levels of pain / distress experienced by patient
- Impact
Numbers of users
Time spent in space
- Sustainability
Robustness
Low maintenance
- Access and inclusion
Ability to engage public in broad spectrum
- Cost of effectiveness (best use of money)
Value for money
Opportunity cost
- Affordability
Fund-raising potential

Funding Matrix

Cost Centre		Core	Enhancement	Potential Supporters		
				Public	Trusts and Corporate	Community
Core Programme						
1	Beacon Project	✓	✓	✓	✓	
2	Colours and Finishes	✓	✓		✓	✓
3	Podium Landmarking	✓	✓		✓	✓
4	Graphics Project	✓	✓		✓	
5	Dignified Spaces	✓	✓		✓	✓
6	100 Flowers	✓	✓		✓	
7	Inside/Outside Shelter/Play	✓	✓	✓	✓	
8	On-going Programming	✓	✓	✓	✓	
Enhancement Programme						
9	Distraction, Well-being and Personalisation		✓	✓	✓	✓
10	Ribbon of Light		✓	✓	✓	✓
11	Children's Park, Garden, Terrace		✓	✓	✓	✓
12	Sanctuaries		✓	✓	✓	✓
Programme Delivery						
	Design Co-ordination and Project Curation	✓	✓	✓	✓	✓
	Enabling Works	✓	✓	✓	✓	✓
	Documentation		✓	✓	✓	✓
	Research and Evaluation		✓	✓		
	Contingency	✓	✓	✓	✓	✓

Core and Enhancement Programme Procurement

The main elements within this strategy are integrated commissioned works permanently installed in the building. Creative practitioners and artwork will be selected through a range of appropriate methods as follows:

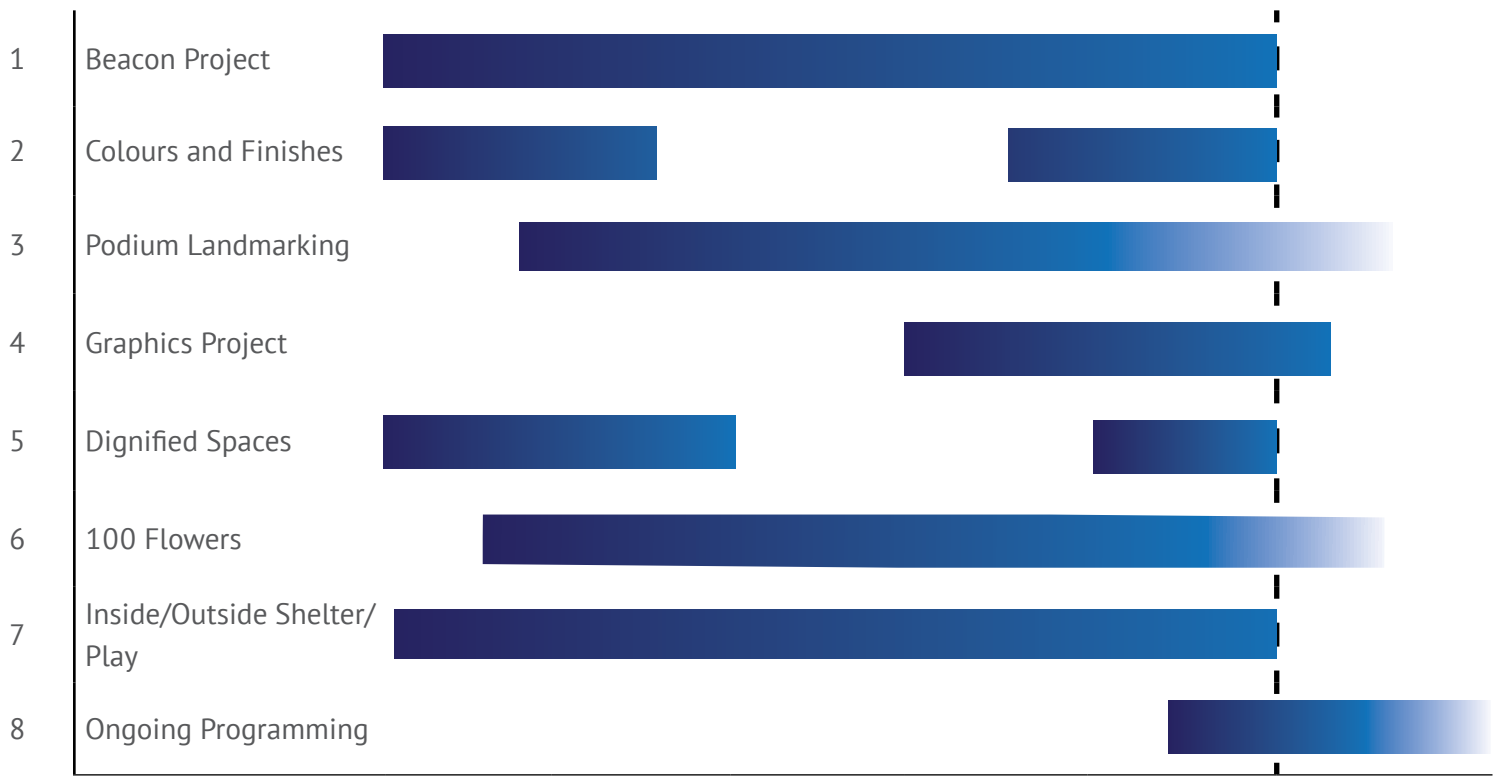
	Project	Method of Selection
Core Programme		
1	Beacon	Open competition for lead creative to influence recruitment of photographers.
2	Colours and Finishes	Strategy artists /designers continue collaboration with Nightingales Associates/ Gillespies enabling wider influence on colours (see below).
3	Podium landmarking	Open competition for lead creative to develop Landmarking Strategy and Feature Walls.
4	Graphics Project	Open competition for multiple creatives.
5	Dignified Spaces	Open competition for lead creative. Lead creative to influence procurement for individual room artworks
6	100 Flowers	Invited competition for curator.
7	Inside/Outside Shelter/Play	Art and architectural design competition for team to collaborate with Gillespies
8	Post-Occupancy Programming	Post-occupancy programming selection processes to be determined by Design and Healthy Environments Steering Group.
Enhancement Programme		
9	Distraction, well-being and personalisation	Open competition for creative practitioners to develop key elements
10	Ribbon of Light	Open competition to collaborate with Gillespies
11	Children’s Park, Garden and Terrace	Open competition to collaborate with Gillespies
12	Sanctuaries	Open competition

The primary means of procurement for services to deliver programme elements within the strategy is through competitive selection.

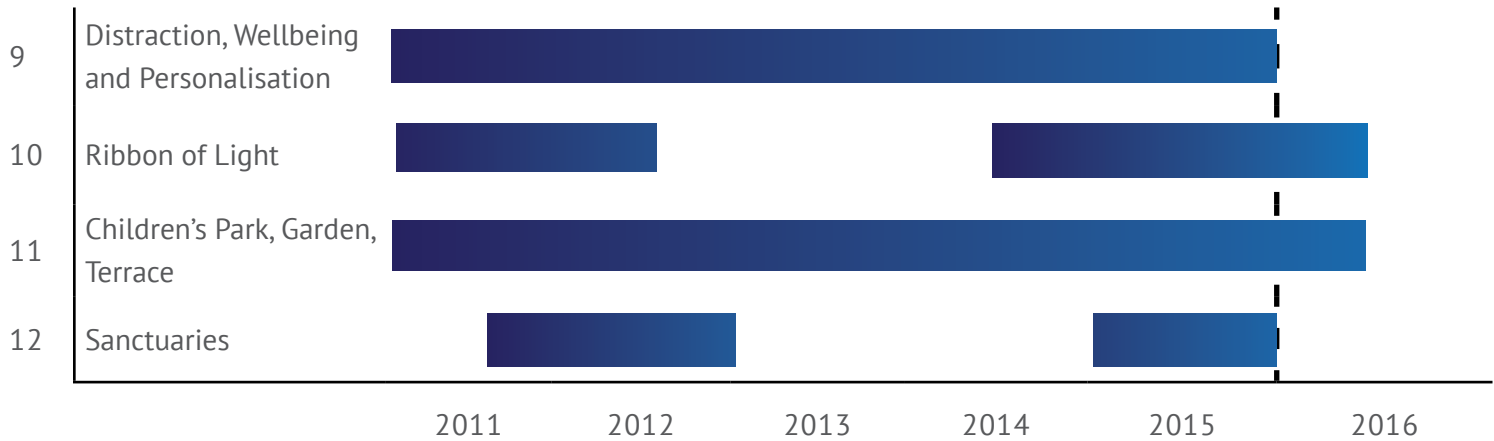
In the case of the ‘Colours and Finishes’ programme element Ginkgo recommends the extension of the appointment (made by Brookfield through open competition) of the strategy artists to maintain continuity of working relationships and to enable this project to have a wider influence on the colour strategies for the hospitals.

Core Programme Timeline

Core Programme



Enhancement Programme



Programme Management

Given the tight design and construction programme, emphasis has been placed on initiating a robust art delivery structure that will enable a flexible and deliverable programme. The phasing and delivery of work will be largely determined by the building programme and the ability to raise additional funding to core provision.

Design and Healthy Environment Steering Group

The D&HE Group will continue through joint membership to steer and approve the development and delivery of the Core arts programme and the programme of projects (Enhanced programme) dependant on Board fundraising. The work of the D&HE Group will report to the Hospital Design Group as part of the NSGH management arrangements.

The role of the steering group will be to:

- Oversee the development and delivery of Core and Enhanced programmes in line with design and construction programme timelines
- Approve detailed development of specific work streams (projects) and artist selection
- Facilitate project related stakeholder engagement activity (inc community engagement)
- Provide spatial and technical requirements for enabling operation of therapeutic design projects
- Ensure compliance with good practice guidance on infection control, health and safety, accessibility and arts procurement
- Develop and monitor the donations policy
- Approve and monitor evaluation and research activity

The steering group will lead fundraising for the Enhanced programme and ensure external and internal partnerships are established to support fund-raising.

Delivery criteria

To ensure success, it is critical that the programme:

- has a clear direction given by both NHSGCC and Brookfield through the continuation of the Design and Healthy Environment Steering Group;
- be flexible and able to respond to change;
- be adequately resourced;
- have the potential to secure external funding through NHSGCC and its partners;
- be able to nurture creative approaches to programme development, recognising that creative projects grow and develop;
- be efficiently connected to the city’s creative communities;
- be able to take curatorial risk to promote innovative practice;
- be able to promote shared commissioning practices with project partners.

Measurement of success

It will be important that the success of the programme is monitored. The programme can be measured by:

- maintaining clinical functionality;
- Extent of areas enhanced;

- Impact and recognition of projects on patients, staff and visitors;
- Perception before and after improvement;
- Press review in cultural and trade press.

It is proposed that the art programme strands should be linked as part of NHSGCC’s measurements of success especially in relation to design and environmental improvements.

Partnership working

Partnership working will continue to be key to the success of the programme; good productive working relationships have been developed to date within the immediate project environment. It will be important that these be expanded in a controlled way, to engage with community and cultural stakeholders. It is anticipated that:

- a mechanism for knowledge sharing will be developed;
- creative opportunities and linkages between this and other NHSGCC and city initiatives will be fostered to build on shared experience;
- that participatory techniques will be built into projects to enable different voices and views to reflect the cultural diversity of the catchment area.

Case Snapshot: Placemaking and Wayfinding



A thorough evaluation of the new build James Cooke Hospital, Middlesborough demonstrated how artworks can support placemaking. The artworks, included a series of artworks inspired by local history and images, which were praised by patients and staff and created a sense of community ownership. The artworks were explicitly intended to have functions in addition to creating a sense of quality health care and providing a therapeutic environment. These included creating community links and assisting with way-finding. Artworks were largely valued for providing colour, distraction and a sense of calm in the public areas, and for some patients they made the place less institutional.

Dr Jane Macnaughton, et al, (2005) Designing for Health: Architecture, Art and Design at the James Cook University Hospital, Universities of Durham and Newcastle.

The architects working with a designer to deliver The Kentish Town Health Centre sought to create a lively and dynamic wayfinding strategy which broke down the mass of the building and reduced the institutional feel of spaces. The building won the RIBA award 2009.

Programme Delivery

The strategy will be delivered by Ginkgo Projects Ltd working for Brookfield Construction. The main activities will be:

1. Client and Contractor Team Interface:

- Maintain the Therapeutic Design and Art Strategy as a live document;
- Liaise with NHSGGC Design and Healthy Environments Steering Group;
- Manage integration with Nightingales Associates, and Gillespies LLP;
- Co-ordination with all relevant bodies including NHSGGC, Brookfield, consultants and third party approvers.

2. Programme Commissioning

- Strategy development and revision;
- Programme and allocated budget management;
- Preparation of detailed project briefs;
- Management of advertising of project opportunities to creative practitioners;
- Selection management with selection panel;
- Consultation and community engagement;
- Preparation of contracts;
- Creative practitioner management;
- Supervision of works;
- Certification of works.

3. Consultation and Engagement

- Co-ordination with NHSGGC Community Engagement and Arts & Health to produce strategy/plan;
- Programme of consultation with Community Engagement advisory groups;
- Advocate and promote knowledge of good practice in public art development and commissioning;
- Development of consultation and engagement around individual Programme Elements;
- Continued contribution to Glasgow Arts % Health Learning Network;

4. Promotion and Advocacy

- Co-ordination of the preparation of documentation for project promotion;
- Co-ordination with project PR Communications team;
- Co-ordination of Education and Interpretation elements;
- Establish and maintain creative and community links with NHSGGC arts and with the city.

Image: Kentish Town Health Centre. Architects, Allford Hall Monaghan Morris;
Graphic Designer, Environmental Graphics: Studio Myerscough; photographer, Rob Parrish.

Commissioning Practice

All creative work should be procured and developed according to best practice as set out by NHSGCC and Creative Scotland. A balanced approach should be developed to ensure that the diverse nature of creative practice is catered for within briefs. At this critical stage in the programme development, it is suggested that community links are further established and that concept proposals that come forward are properly grounded.

Project brief formation

A brief should form the baseline document for all commissions. Briefs should be developed so that they can accommodate changing and developing concepts and relationships. Brief components might include:

- The aims of the commission;
- Site description and intent;
- Contextual detail;
- Clinical requirements and clinicians input;
- The role of the creative and interest areas;
- Consultation and community engagement requirements;
- Project opportunities and constraints;
- Possible creative avenues for consideration;
- The budget for design, production and installation;
- Programme for design stage, production and installation;
- Planning permission requirements;
- Insurance procedures;

- Copyright requirements;
- DDA compliance and good practice;
- Maintenance requirements;
- Life expectancy of final work;
- Decommissioning requirements;
- The selection procedure;
- Contract details and restrictions.

Project creative practitioner selection

Creative practitioners can be selected by a number of different methods each with advantages. The main methods are:

- Open competition – one or two stage process;
- Limited invitation- one or two stage process;
- Direct selection.

Selection might be by a combination of the above. It will be anticipated that the main route for procurement will be limited or open competition, particularly building links with Glasgow and Govan's creative communities.

For complex projects there will be only a few creative practitioners who will have the relevant skills or want to be involved, therefore direct selection or limited competition might be the most appropriate form of procurement.

Skill entry levels should be clearly stated to avoid wasting artist or commissioner's time.

Project development and implementation

A range of permanent and temporary projects have been proposed. It is important that different project and design development techniques are employed to allow for proper creative research so that a project is grounded in its design and cultural context.

Design reviews will be undertaken to ensure a collaborative and inclusive approach is taken to project design and formation.

Clear development stages will be set for each project allowing staged approval for design acceptance and cost control.

The majority of projects will be undertaken during the construction phase; however a significant proportion have been developed so that they are delivered within 3 years of hospital completion so that the art programme can contribute to the new operational life of the campus.

Access

Architecturally, the buildings will be fully accessible for people with mobility, sensory and/or learning difficulties. The therapeutic design and arts programme will take care to ensure that programme elements cater for and engage with a wide range of

people regardless of age and ability. Ginkgo Projects will work with NHSGGC to ensure that the education and interpretation programme is accessible to a wide range of ages and abilities, and people with English as a second language. Ginkgo Projects will continue to take advice from NHSGGC on corporate good practice.

Maintenance

All projects look to provide a low maintenance requirement, using sustainable and robust materials and construction methods that meet relevant health, safety and cleaning requirements.

The commissioning of work using cutting edge technology can be seductive at selection stage; very often this can become a millstone if sufficient piloting has not taken place. Emphasis will be placed on designs that require little maintenance or intensive technological requirements.

Maintenance responsibilities and resource allocations will be agreed prior to the implementation of each project. All projects will require regular inspection and condition reports to ensure that maintenance requirements as agreed with each creative are met with appropriate maintenance information being provided with project handover documentation.

Decommissioning

All projects will be designed for a specified life period, with life-cycle costs identified. Inspections should be carried out as agreed

at design stage to ensure that the work meets its original creative and operational intent. Decommissioning will be undertaken if a project fails to meet this intent.

Education and documentation

Many publicly funded projects require an education project or component; often the commissioned artists are not interested or able to provide a high quality education project. Consideration should be given to running parallel education projects that link into NHSGGC arts & health and structures in the city.

Contracts

Contracts will be clear and concise, and look to be based on those developed by Creative Scotland and others. Work should be undertaken to validate current forms of art-based contracts rather than to modify, what are sometimes over onerous versions of main works contracts for art commissions.

Special attention should be given to insurance, moral rights and copyright clauses.

Strategy review

It is recognised that the needs of NHSGCC are going to change over the few years. The strategy should be revised on an annual basis to ensure compatibility with current commissioning practice and steering group expectations.

Evaluation and Research

This strategy is intended to contribute to the overall patient, family, carer and staff experience of NSGH. By enhancing way-finding and healing environments, the Strategy aims to reduce stress and facilitate users' journeys. Research and evaluation is an important part of the Strategy ensuring that impact is assessed and lessons learned to improve overall effectiveness.

An open call to both researchers and clinicians will be used to identify interests and priorities for research and evaluation. Ginkgo Projects has identified a number of potential research partners in Scotland, following consultation with NHSGGC's Arts & Health Coordinator and Research and Evaluation Team.

- The Centre for Medical Humanities, Durham University, has a strong interest in the role of imagination and creativity in health, medicine and human flourishing; indeed, these topics have been central to the activities of the Centre.
- OPENspace, Edinburgh College of Art, is a research programme focused on the impact of greenspace on health and well-being.
- The University of the West of Scotland's School of Creative and Cultural Industries is developing research around arts and mental health.
- On The Edge Research, The Robert Gordon University, has an extensive track record researching the roles of artists working in public contexts including healthcare.

Key areas for research and evaluation of the Therapeutic Design and Arts Strategy should be focused on:

- Way-marking and orientation;
- Healing environments;
- Participation.

Different stakeholders will have a range of objectives within the overall programme of research and evaluation. For instance,

Ginkgo Projects will use a SMART (Specific, Measurable, Achievable, Realistic, Timely) methodology to plan and monitor implementation of the Strategy.

Community Engagement will have a focus on the patient, family and carer experience with a particular concern in relation to issues of access.

Acute clinical teams may wish to understand the impact on staff.

Public Health may wish to evaluate the reduction in stress levels of key interventions such as the enhancement of treatment or quiet spaces.

Appropriate methodologies should be adopted which might include:

- surveys;
- focus groups;
- workshops;
- observation;
- participatory appraisal.

Following FBC, Ginkgo Projects will work with NHSGGC to set up a sub-group focused on research and evaluation with an appropriate academic partner.

An independent research and evaluation programme will require resources and this forms part of NHSGGC's enhancement fundraising programme.

Case Snapshot: Impact of Visual Art on Staff



The evidence of the impact that the arts can have in creating a positive environment for staff and thus affecting staff retention rates is also substantial. Attracting high quality staff and retaining them is a specific challenge in meeting NHSGGC's ambitions for NSGH.

"A statistical test was applied to establish a comparison between the responses of clinicians and nurses. The particular environment of this hospital [Chelsea and Westminster Hospital] eased their stress levels: clinicians 75%, nurses 60%, and contributed greatly towards a positive change in mood, in 88% of clinicians and 82% of nursing staff."

"The role that the environment played in their decisions to apply for a job was considered highly by 43% of clinicians and 49% of nurses. As to how the environment contributes to their decision to remain in their current job, 46% of clinicians and 53% of nurses responded that they rate this highly."

Rosalia Staricoff, (2003) 'A Study of the Effects of Visual and Performing Arts in Health Care', Chelsea and Westminster Hospital

Donations Policy

Introduction

NHSGGC has a range of existing cultural artefacts and artworks dispersed over a range of sites. The NHSGGC modernisation programme is an opportunity to develop a policy for existing collections and new artworks commissioned or otherwise acquired. The policy will assist in the care and management of cultural artefacts and artworks. It will also provide criteria for NHSGGC to make decisions regarding loans, future gifts and the disposal of cultural artefacts and artworks. NHSGGC has already donated archival materials to the Mitchell Library, Glasgow which have been catalogued. Asset registers for some NHSGGC sites have been prepared, but there is no over-arching policy on documentation or the registration of assets.

Requirements

1. An NHSGGC committee with the appropriate authority must be established to oversee the Donations Policy;
2. The committee must have a defined brief in relation to existing and future cultural assets and artworks;
3. An Asset Register must be completed.

The Donations Policy must address:

1. The definition of existing collections;
2. The status of existing cultural artefacts and artworks;
3. Criteria governing future adoption of cultural artefacts and artworks;
4. Limitations on adoption of cultural artefacts and artworks taking account of constraints of staffing, space and care;
5. Collecting policies of other NHS Boards and Trusts;
6. Procedures:
 - 6.1 Documentation;
 - 6.2 Loans;
 - 6.3 Maintenance and care;
 - 6.4 Disposal procedures;
7. Policy review procedure.

Image. Artist's talk, Deirdre Nelson, Royal Infirmary, Edinburgh.
Photo: courtesy of Deirdre Nelson and Ginkgo Projects

Appendices

Design Strategies

Document Number	Revision	Title
GIL-EW-XX-DC-700-100	D03	Design Statement: Part 2: Landscape and Public Realm
NA-DC-330-001	01	Interior Design Strategy
NA-DC-330-002	01	Wayfinding Strategy

Core Art Strategy Floor Plans

NA-xx-00-PL-470-100	06	Ground Floor Plan Art Strategy
NA-xx-01-PL-470-100	07	First Floor Plan Art Strategy
NA-xx-02-PL-470-100	07	Second Floor Plan Art Strategy
NA-xx-03-PL-470-100	06	Third Floor Plan Art Strategy
NA-xx-04-PL-470-100	06	Fourth Floor Plan Art Strategy
NA-xx-05-PL-470-100	06	Fifth Floor Plan Art Strategy
NA-xx-06-PL-470-100	06	Sixth Floor Plan Art Strategy

Sample Commissioning Contract

Board Funded Variation Art / Technology Plans

Document Number	Revision	Title
NA-xx-00-PL-470-200	02	Ground Floor Plan Art Strategy Board Funded Variation
NA-xx-01-PL-470-200	04	First Floor Plan Art Strategy Board Funded Variation
NA-xx-02-PL-470-200	04	Second Floor Plan Art Strategy Board Funded Variation
NA-xx-03-PL-470-200	02	Third Floor Plan Art Strategy Board Funded Variation
NA-xx-04-PL-470-200	02	Fourth Floor Plan Art Strategy Board Funded Variation
NA-xx-05-PL-470-200	01	Fifth Floor Plan Art Strategy Board Funded Variation
NA-xx-06-PL-470-200	01	Sixth Floor Plan Art Strategy Board Funded Variation

Art Strategy Schedules (Core and Board Fundraised)

GIN-SZ-XX-SH-470	03	Art Strategy Schedules – Core & Board Fundraised Artworks
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Brookfield

G I N K G O

NHS
Greater Glasgow
and Clyde